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**THE INFLUENCE OF FEEDBACK ON EMPLOYEE PERFORMANCE IN
MALAYSIAN'S TELECOMMUNICATION COMPANY**

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**MASTER OF HUMAN RESOURCE MANAGEMENT
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**THE INFLUENCE OF FEEDBACK ON EMPLOYEE PERFORMANCE IN
MALAYSIAN'S TELECOMMUNICATION COMPANY**

By

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Thesis Submitted to
School of Business Management
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in Partial Fulfilment of the Requirements for the
Master of Human Resource Management

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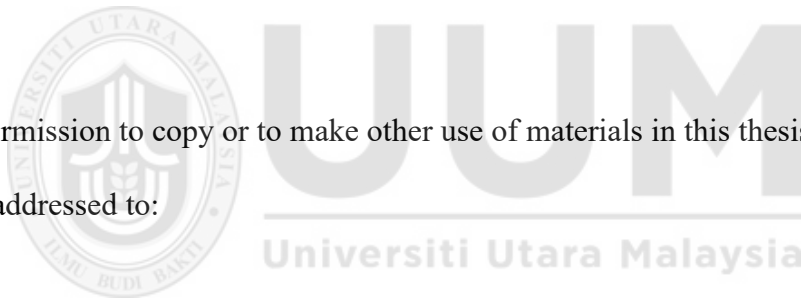
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ABSTRACT

Feedback conversation is the process of conveying information in a performance evaluation system to achieve development by confirming or rejecting performance behaviour. It has the purpose for individuals making the effort to develop right and appropriate behaviour in order to achieve valuable results. This study aims to investigate the influence of feedback conversation in an organization on the employees' performance, where Celcom Axiata Berhad has been chosen as the case study. There are 5 independent variables chosen for current research which are feedback frequency, credibility of the feedback provider, receptive capability, organizational culture, as well as national culture. This research utilizes descriptive research method with a quantitative approach, in which 5-point Likert style questionnaire has been used as the research instrument. A total of 341 respondents have been chosen as the sample size through convenient sampling method from a population of 3019 employees in Celcom Axiata Berhad to conduct the study. Then, all the data collected are arranged and analysed in the SPSS application by using descriptive analysis of mean score and inferential analysis of Multilinear Regression (MLR) to test the hypotheses developed for the study. The findings show that the employees' performance in Celcom Axiata Berhad is at a high level (4.37). Also, the respondents agreed that all the 5 independent variables studied has high influence on the employees' performance with mean score 4.35 (feedback frequency), 4.32 (credibility of feedback provider), 4.34 (receptive capability of employee), 4.37 (organizational culture and value), and 4.12 (national culture and value). However, the finding from the MLR analysis shows that only credibility of feedback provider [$b=0.147$, $t=3.133$, $p<0.05$], receptive capability of employee [$b=0.16$, $t=3.88$, $p<0.05$], organizational culture [$b=0.310$, $t=6.628$, $p<0.05$] and national culture [$b=0.126$, $t=4.039$, $p<0.05$] have significant positive impact on the employees' performance. Meanwhile, feedback frequency [$b=0.032$, $t=0.840$, $p>0.05$] has no significant impact on the employees' performance. The study also found that the most significant variable is the receptive capability of employee. Hence, this study has added another literature and reference materials regarding the impact of feedback conversations on the employees' performance. Many organizations may refer to this study to plan for an effective feedback conversation within the organization, so that the goal of enhancing the employees' performance can be achieved.

Keyword: feedback frequency, credibility of the feedback provider, receptive capability, organizational culture, national culture.

ABSTRAK

Perbincangan maklum balas adalah sebuah proses untuk menyampaikan maklumat dalam sistem penilaian prestasi agar dapat mencapai perkembangan dengan mengesahkan atau menolak tingkah laku prestasi. Ia bertujuan untuk membuat individu terus berusaha untuk mengembangkan tingkah laku yang betul dan sesuai untuk mencapai hasil yang memuaskan. Kajian ini bertujuan untuk mengkaji pengaruh perbincangan maklum balas dalam organisasi terhadap prestasi pekerja, di mana Celcom Axiata Berhad telah dipilih sebagai kajian kes. Terdapat 5 pembolehubah bebas yang dipilih untuk kajian ini termasuklah frekuensi maklum balas, kredibiliti pemberi maklum balas, kemampuan menerima, budaya organisasi, dan budaya nasional. Penyelidikan ini menggunakan kaedah penyelidikan deskriptif dengan pendekatan kuantitatif, di mana soal selidik gaya Likert 5-titik telah digunakan sebagai instrumen kajian. Sebanyak 341 responden telah dipilih sebagai saiz sampel melalui kaedah persampelan mudah daripada keseluruhan populasi 3019 pekerja di Celcom Axiata Berhad untuk menjalankan kajian. Kemudian, semua data yang dikumpulkan telah disusun dan dianalisis dalam aplikasi SPSS dengan menggunakan analisis deskriptif skor min dan analisis inferensi Regresi Linear Berganda (MLR) untuk menguji hipotesis yang dibina untuk kajian ini. Hasil kajian menunjukkan bahawa prestasi pekerja di Celcom Axiata Berhad berada pada tahap tinggi (4.37). Juga, responden bersetuju bahawa semua 5 pembolehubah bebas yang dikaji mempunyai pengaruh yang tinggi terhadap prestasi pekerja dengan skor min 4.35 (frekuensi maklum balas), 4.32 (kredibiliti pemberi maklum balas), 4.34 (kemampuan penerimaan pekerja), 4.37 (budaya organisasi dan nilai), dan 4.12 (budaya dan nilai kebangsaan). Walau bagaimanapun, penemuan dari analisis MLR menunjukkan bahawa hanya kredibiliti pemberi maklum balas [$b = 0.147$, $t = 3.133$, $p < 0.05$], kemampuan penerimaan pekerja [$b = 0.16$, $t = 3.88$, $p < 0.05$], budaya organisasi [$b = 0.310$, $t = 6.628$, $p < 0.05$] dan budaya nasional [$b = 0.126$, $t = 4.039$, $p < 0.05$] mempunyai kesan positif yang signifikan terhadap prestasi pekerja. Sementara itu, frekuensi maklum balas [$b = 0.032$, $t = 0.840$, $p > 0.05$] tidak mempunyai kesan yang signifikan terhadap prestasi pekerja. Kajian ini juga mendapati bahawa pembolehubah yang paling ketara adalah kemampuan penerimaan pekerja. Oleh itu, kajian ini telah menambahkan satu lagi literatur dan bahan rujukan mengenai kesan perbincangan maklum balas terhadap prestasi pekerja. Banyak organisasi boleh merujuk kajian ini untuk merancang perbincangan maklum balas yang berkesan dalam organisasi, sehingga tujuan meningkatkan prestasi pekerja dapat dicapai.

Kata Kunci: kekerapan maklum balas, kredibiliti pemberi maklum balas, kemampuan menerima, budaya organisasi, budaya nasional

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LIST OF ABBREVIATIONS

Bhd – Berhad

MLR – Multilinear Regression

MNVO – Mobile Virtual Network Operator

SPSS – Statistical Package for Social Science

USD – United State Dollar



CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter starts with the background of study and followed by statement of problem. After that, this chapter will outline the research objective and research hypothesis. Next, this chapter will state and explain the significance of study and limitation of study. Afterwards, this chapter will proceed with the definition of terms. Lastly, this chapter ended with the chapter summarization. Therefore, this chapter is important because it discusses comprehensively on the overall of the study.

1.2 Background of the Study

The aim of this study is to determine how feedback's conversation in an organization influences the employees' performance. In this era of competitive advantage, it is important for every organisation to keep track of their employees' performance. Employees with high productivity and performance enable the economic growth of the organisations. Hence, performance evaluation system with performance feedback is utilized for this purpose. The concept of feedback can be explained in many different areas and forms. Bee and Bee (1997) mentioned that feedback in the performance evaluation system refers to providing the prime information to achieve development by confirming or rejecting performance behaviour. On the other hand, Ashford (1986) mentioned that feedback from an individual concept is explained as how the individuals are consciously making the effort to develop right and appropriate behaviour in order to achieve valuable results.

The main purpose of performance feedback is to reshape behaviour. Tata (2002) mentioned that the performance of employees' behaviour can be developed through

performance feedback. Also, performance feedback was done in an organization with the purpose to shape the employees' consistency, as well as their behaviour in the organisation (Kaymaz, 2011). Feedback has been a growing concern in many organizations, as it able to drive high performing business to dive into talent management, since the philosophy of gaining competitive advantage started focusing on human resources (Sen, 2017). It is utilized to give the information for the employees' past performance. This information should be able to help the employees to improve or adjust their current performance (Palmer, Johnson, and Johnson, 2015). According to Fisher (2015), feedback revolves around providing and receiving ongoing feedback, setting expectation and reviewing clear goals, as well as providing opportunities to develop and increase skills and experience by giving a coaching.

Feedback is widely used nowadays, either formally or informally. In a formal setup of performance feedback, it is aided with technological system such as Human Resource Integrated system. Meanwhile, an informal setup of performance feedback was done by the team leaders, in which they provide a routine feedback within the team, either weekly or monthly. Fisher (2015) mentioned that performance feedback has the advantage due to the system that is in real time, where the managers and the employees do not have to wait for the year end to provide the feedback. Also, performance feedback that was given in a right manner, which is meaningful and constructive leads to increase the employees' motivation, stimulate learning, as well as helps in problem solving at workplace (Kaymaz, 2011). According to Dodd and Ganster (1996), some possible personal reflections of information provided through performance feedback includes encouraging the expected behaviour and making it permanent, revising personal competencies of the employees, achieving the desired behaviour from the employees, decreasing uncertainty hence facilitate the achievement of goals, trying to find

support from the employees while protecting self-respect, creates a positive impression in the social environment, as well as acquiring or adapting to new skills and environment.

On the other hand, the information conveyed in the performance feedback holds another meaning for the employees. A performance feedback includes personal information that is oriented to a particular employee. Hence, performance feedback can be very sensitive since it holds personal data of the employees (Orison & Cummings, 1992). Not only that, performance feedback sometimes can be biased, since it is close to human psychology. How the provider of the performance feedback viewed the employees may change the content, direction, source, as well as form of the performance feedback during the process of giving and receiving the feedback. Therefore, according to Kaymaz (2011), the analyzation of performance feedback cannot be done only within a framework of planned formal mechanisms such as through process and forms. Kluger and DeNisi (1996) already mentioned a performance feedback should yields to a positive outcome, in a way where the performance of the employees should be improved. As the goals of performance feedback is to encourage employees to improve their performance, yet not all process of the performance feedback yields to positive outcomes. According to the researcher, the performance feedback also results in 38% of negative effects, which indicates that improper process of performance feedback could results on many more destructive effects on the performance and motivation of the employees. Sometimes, the performance feedback may attack the self-esteem of the employees negatively (Kluger & DeNisi, 1996).

After receiving feedback, the employees are expected to improve their working performances from time to time. However, Kaymaz (2011) mentioned that sometimes the expected results of performance feedback cannot be achieved. For example, often the

employees who received good performance feedbacks are expected to increase their performance to a higher level in the future, yet their working performances drop. In the same time, the employees that received worse performance feedback suddenly improved going higher than expected. Thus, in this research, the researcher is trying to close the gap by identifying how the performance feedback's conversation in an organisation can affect the employees' performance.

The research will be focusing on the employees at Celcom Axiata Berhad. Celcom Axiata Berhad is a telecommunication company that provides mobile communication services in Malaysia. It was established in 1988 and become the oldest mobile telecommunications provider in Malaysia. Celcom Axiata Berhad has consistently providing their best customer experience in all aspects, through innovative product and services, customer touchpoints, as well as optimisation of its network. This company is continuing to advancing towards integrated multi-access. With its 33 years' worth of experiences in telecommunication industry, Celcom Axiata Berhad now has 33 million of subscriber base, including the MNVO, partners, and customers. Not only that, the company has over 11,000 network sites covering 2G, 3G, and 4G hence becoming the leading broadband network provider in Malaysia (Celcom, 2021).

1.3 Problem Statement

Telecommunication services in Malaysia have expanded dramatically due to the growing demand among consumers. The drastic changes in the political, business, as well as economic environment also forces the telecommunication companies to adapt to the rapidly changing market demands and the accelerating pace of technological innovation. The companies are now facing the risks of new technologies, new competitors, as well as new expectation from their customers. In order to stay relevant and keep their competitive

advantage in the industry, the telecommunication operators need to provide optimal services for their customers despite receiving pressure due to the competitive nature of the market (Vasilenko & Linkov, 2018).

Telecommunication companies in Malaysia also suffer from the high competition in the industry. It is difficult for the companies to keep their performance in a high and consistent level, since the competition is too tight (Tay, 2020). Celcom Axiata Berhad has been the leading mobile network provider in Malaysia since 1988. However, based on the Industry Performance Report 2018 (MCMC, 2019), the company still struggle to keep consistent of their performance.

Table 1.1

Telecommunication Industry Market Capitalisations

Company	Market Capitalisation (RM billion)			Change (%)	
	2018	2017	2016	2018 – 2017	2017 – 2016
Axiata	35.65	49.67	42.35	-28.2	17.3
Maxis	41.82	46.94	44.91	-10.9	-4.5
Digi	34.99	39.65	37.55	-11.8	5.6
TM	10.00	23.67	22.36	-57.8	5.9
TIME	4.73	5.29	4.51	-10.6	17.3
Telecommunications	127.19	165.22	151.68	-23.0	8.9

Source: MCMC, 2019.

According to Emis.com (2020), the company’s net sales revenue and net profit has been gradually decreased from 2015 to 2019. It was reported that their net sales revenue has been decrease up to 7.55%, while their net profit margin decreases up to 6.17%.

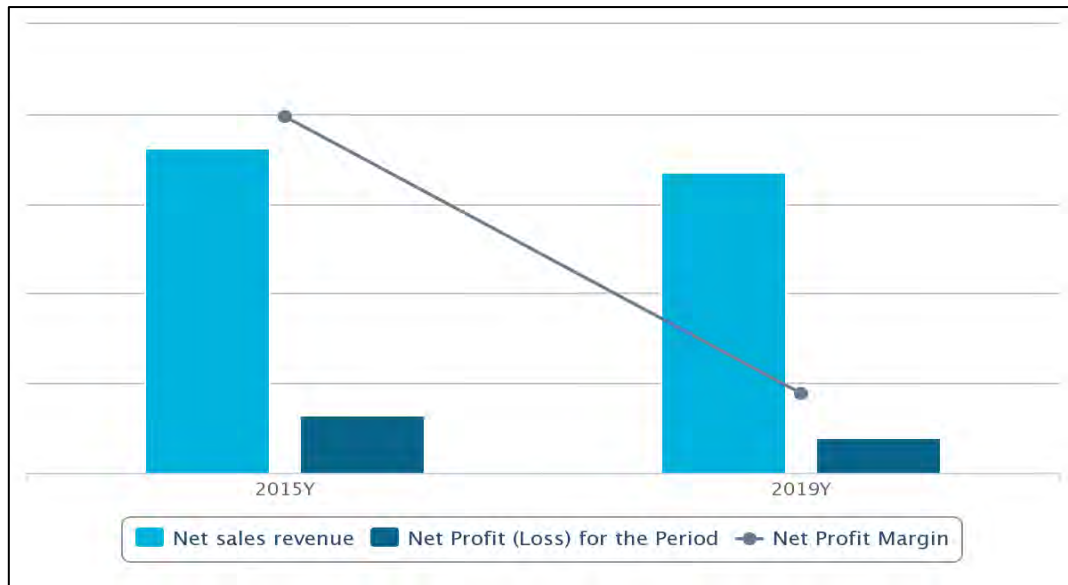


Figure 1. 1

The company performance of Celcom Axiata Berhad

Source: (Emis.com, 2019)

In order to stay relevant in the industry and keep leading the telecommunication industry in Malaysia, Celcom Axiata Berhad needs to improve their performance and keep it consistent. Performance feedback is the process done with the expectation that the employees will improve their working performance, hence improving the performance of the company. In this research, how the feedback may influence the working performance of the employees in Celcom Axiata Berhad will be investigated.

Even though the performance feedback has the purpose to reshape the employees' behaviour and improving their performance, as well as keep it consistent, there are also some negative impacts yields from the performance feedback. For example, the performance feedback may attack the employees' self-esteem, hence affecting their working productivity and performance to the worse (Kluger & DeNisi, 1996). Thus, it is important to have a clear view on how each variable studied for current research influencing the employees'

performances. This study attempts to investigate how the feedback frequency, receptive capability, credibility of the feedback provider, organizational culture, and national culture influences the employees' performance.

Receiving feedback about one's performance increases the motivation for future performance. Frequent feedback may serve as reminder for them to keep in track and improving their performance (Sen, 2017). Meanwhile, how they perceived the performance feedback conveyed to them can greatly affected their behaviour. It is also for the feedback provider to be able not to be biased towards employees, and giving feedback professionally with no personal feelings attached, Levy and Snell (2004). On the other hand, organizational culture and national culture also shapes the employee's performance greatly (Linstead, 2001). Hence, a performance feedback should be done in a proper manner so that it can yield the best results in improving the employees' performance.

1.4 Research Questions

Based on the problem statement discussed in the above section, five research questions have been set:

1. How does feedback frequency influence the subsequent performance of an employee in Celcom Axiata Berhad?
2. How does the credibility of the feedback provider influence the employees' performance in Celcom Axiata Berhad?
3. How does the receptive capability of an employee influence the employees' performance in Celcom Axiata Berhad?
4. How does the organizational values/culture influence employees' performance in Celcom Axiata Berhad?

5. How does the national culture influence employees' performance in Celcom Axiata Berhad?

1.5 Research Objectives

The main purpose of this research is to identify how feedback conversations in an organization influence the employees' performance in Celcom Axiata Berhad. In light of the research questions, the research aims to achieve the following objectives:

1. To identify the impact of feedback frequency on the subsequent performance of an employee in Celcom Axiata Berhad.
2. To identify the impact of the feedback provider's credibility on the employees' performance in Celcom Axiata Berhad.
3. To identify the impact of receptive capability of an employee on the employees' performance in Celcom Axiata Berhad.
4. To identify the impact of organizational values or culture on the employees' performance in Celcom Axiata Berhad.
5. To identify the impact of national culture on the employees' performance in Celcom Axiata Berhad.

1.6 Significance of the study

Significance of the study is divided into two categories as the following:

- i. Theoretical Contribution

This study investigates the impact of performance feedback's conversation on the employees' performance. In the process of doing current research, a review of literature has been done. This enables the researcher to enrich the literature on the impact of performance

feedbacks on the employees' performance. Through the literature review, the researcher will be focusing on 5 independent variables including the feedback frequency, receptive capability, credibility of feedback provider, organizational culture, as well as national culture. Then the research will be done by testing the impact of these 5 variables on the employees' performance. Hence, this study contributes a lot in giving the evidence on how all these five variables of performance feedback affect the employee's performance. Also, it can serve as guidance for organisations in creating a correct process of performance feedback so that much more positive effects can be yielded from the feedback, instead of negative effects.

ii. Practical Contribution

The practical contribution by this study involves the variables being researched which are feedback frequency, receptive capability, credibility of feedback provider, organizational culture, as well as national culture. All of these factors will help the organizations in arranging the process of performance feedback in the right manner, so that the process is able to reshape the employees' behaviour, hence results in improving the employees' performance. This study also may serve as a guide for the policymakers and stakeholders, in creating a standardized system for the process of performance feedback. This system will contribute greatly to organizations in developing employees with good performance.

1.7 Scope and Limitations of the Study

This study is subjected to investigate the influence of performance feedback on the employees' performance in telecommunication industry. Celcom Axiata Bhd has been chosen as the case study for this research. This company has been chosen since it has been the leading company in telecommunication industry since 1988. The performance of this company has never been surpassed by any other telecommunication and mobile networks companies yet.

Hence, it is only relevant to study the influence of performance feedback on employees' performance in telecommunication industry by making Celcom Axiata Bhd as the case study. A sample size of 341 employees from a total population of 3019 employees in Celcom Axiata Bhd, Kuala Lumpur has been as the respondents. The study utilizes descriptive research method with a quantitative approach. Questionnaire has been chosen as the research instrument, while the data collected from the questionnaire will be analysed by using SPSS application.

1.8 Definition of Key Terms

1.8.1 Employees' Performance

Marthouret and Sigvardson (2016) define performance as the potential to implement actions that will successfully reach the objective and goals of the organization. Hence, referring to this term, the employees' performance is defined as the extent to which the employees' activities and missions have been well executed. The employees' performance will be reviewed by the team leaders or manager.

1.8.2 Performance Feedback

Performance feedback refers to the information conveyed to individuals in the work environment, regarding how well they have attained their own targets and organization's goals (Ashford & Cummings, 1983). Marthouret and Sigvardson (2016) also mentioned performance feedback as a way to convey the perception of the employees' behaviour and accomplishments.

1.8.3 Feedback Frequency

According to Sen (2017), feedback frequency is among the dimensions of feedback. Feedback frequency refers to the how many times of feedback are conveyed to the employees.

1.8.4 Receptive Capability

MacDonald, Sulsky, Spence, and Brown (2013) define receptive capability as the ability of how an individual receive and process the information. The ability to process the information received may vary due to the cultural, educational, and economic background of the individual.

1.8.5 Credibility of Feedback Provider

Credibility of feedback provider as defined by Steelman, Levy and Snell (2004) refer to the feedback provider's expertise, trustworthiness, knowledge of recipient's job description, actual job performance, as well as ability to judge accurately. Credibility of the feedback's provider is important in setting up the culture and environment for feedback.

1.8.6 Organizational Culture

Organizational culture refers to the beliefs, values, behaviour patterns, as well as understandings that are shared by the members of an organization. Organizational culture may be associated with the organizational stories, symbols, and myths that are expressive of the culture and help to socialize the people into particular organization (Linstead, 2001).

1.8.7 National Culture

Jan-Benedict and Steenkamp (2001) refers national culture as the culture practiced by citizens of a country. It is defined as the tendencies of persistent reference for particular states of affairs over others, persistent preferences for specific social processes over others, as well as general rules for selective attention, interpretation of environmental cues, and responses.

1.9 Organization of the Thesis

Chapter 1: Introduction presents the background of the study focusing on the influence of feedback on employees' performance in Celcom Axiata Berhad. In order to achieve the aim of the research, this chapter highlighted to research on the impact of feedback frequency, receptive capability, credibility of feedback provider, organizational culture, as well as national culture on the employees' performance. Beside that, this chapter highlighted the problem statement focused on this study, along with research objectives, research questions, research significance, as well as the scope of the study.

Chapter 2: Literature Review will review on the studies that related to the current research. Review of key concepts including feedback frequency, receptive capability, and credibility of feedback provider, organizational culture, as well as national culture and employees' performance will be presented in this chapter. Then, the chapter also reviews on key theories and past studies on the relationship between the feedback conversations and employees' performance.

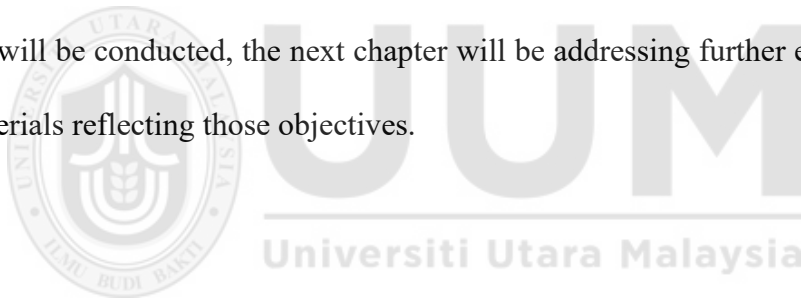
Chapter 3: Research Methodology presents the overall stages of the research methodology to be utilized for the research. Research framework and research hypotheses will be explained in this chapter. Then, the author will introduce research design, research approach, sampling and population, method of data collection, as well as data analysis.

Chapter 4: Results and Discussion presents the findings of the data analysis. All the findings are presented in the form of tabulated data and graphs for conveniences in reviewing. Then, a deductive method will be used to explain the findings.

Chapter 5: Conclusion and Recommendation is the last stage for this research. This chapter solely discuss the findings whether they meet the objectives and prove the hypotheses. Research questions also will be answered in this chapter. Also, there is a section to highlight the importance of the study, as well as another section for recommendation for other researchers who wish to research on related issue.

1.10 Chapter Summary

This chapter has providing a short yet in-depth view on the feedback conversation and employee performance in telecommunication company. This section depicted the issue of the research more detail outlined by the background, problem statement, the significance, limitations of study and the definition of terms. As this chapter had highlighted the main objectives that will be conducted, the next chapter will be addressing further elaborations and supporting materials reflecting those objectives.



CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

Chapter 2 presents the literature review associated with current study. In this chapter, the researcher makes a review on the key terms used for current research. All the key terms or the variables for this study were explained in details to make clear on the purpose of the research. Then, the researcher also reviews the theories related to this study. In the last section, past studies regarding the relationship between the feedback conversation and the employees' performance are reviewed. All of these literature reviews are important to construct appropriate research framework and hypotheses to further the research process.

2.2 Dependent Variable

2.2.1 Employees' Performance

Performance refers to the achievement on specific tasks. It is measured against predetermine or identified standards of completeness, accuracy, speed, and cost (Afshan *et al.*, 2012). On the other hand, Herbert, John and Lee (2000) define performance as the accomplishment of an organization with respect to the process, results, success, and relevance. Meanwhile employee performance refers to the results yielded by the employees to make them attain goals. It can be manifested in improvement in production, easiness in using new technology, as well as highly motivated workers.

According to Sonesta and Frese (2002), it is important for organizations to have highly performing employees; so that the organizations can deliver the services and products they specialize in, as well as achieve the competitive advantage. Performance also is beneficial for

the individuals. The individuals who able to complete their task according to the expectations and performing well can achieve self-satisfaction, with feelings of pride and mastery. On the other hand, individuals who cannot achieve the set goals, and have low performance will feel dissatisfied or even worse experience a personal failure. Vans cotter et al. (2000) also mentioned that performance is one of the most critical factors for a career growth and success in the labour market. The researchers found that individuals with high performance tend to get promoted easily, and hence generally have better career opportunities than those individuals that have low performance.

2.3 Independent Variables

2.3.1 Feedback Frequency

Feedback frequency is one of the dimensions of feedback along with valence, timelines, specificity as well as sensitivity. Feedback frequency refers to the number of times the feedback is being conveyed to the recipients (Sen, 2017). Feedback frequency has a significant impact on the effectiveness of feedback process, hence results in the performance improvement of employees.

Frequent feedback is more effective for performance improvement since the employees will have a series of near-term goals, as well as priorities to achieve. A study by Rock et al. (2016) found that yearly performance review is not effective because it does not encourage the employees' engagement to discuss the goals that were set for them in the beginning of the year. Also, it is more complex, time-consuming, as well as cost-consuming. The study suggests for a more frequent feedback conversations, in which it should focus more on future performance, as well as creating and maintaining foundations for a culture shift, with a strong quality of change management.

2.3.2 Receptive Capability

According to Sen (2017), every individual possesses different capability in receiving and processing information. MacDonald et al. (2013) further stated the factors that may influence an individual to process the conveyed information may be due to the individual background of cultural, educational, as well as economic.

Besides that, there are three underlying motives in engaging the process feedback including the desire for useful information, the desire to protect ego, as well as he desires to manage impression. London and Smither (2012) mentioned receptive capability as feedback orientation in which it refers to the overall receptivity of individuals towards feedback. The concept of feedback here encompasses the feedback utility associating with the participation in feedback, social awareness, and self-efficacy toward feedback. Meanwhile, according to Linderbaum and Levy (2010), the receptive capability is based on the defensiveness, accountability, utility, social awareness, as well as self-efficacy. These five factors of receptive capability determine the effectiveness of a feedback. Also, Gibbons (2006) found that the employees' engagement with peers and management affect the receptive capability of individuals towards feedback. The top drivers of employee engagement are trust and integrity, participation and autonomy, the connection between company performance and employee, the opportunities for career growth, pride in the company, the perspective of colleagues towards their company and job, the employee skill development, as well as the value of personal relationships with colleagues and managers.

2.3.3 Credibility of Feedback Provider

For an effective process of feedback, the credibility of feedback provider is important. The concept of credibility of feedback provider refers to his or her expertise, knowledge on the

employees' job description, trustworthiness, his or her own job performance, as well as the ability to judge wisely (Steelman, Levy & Snell, 2004). The management of an organization plays an important role in ensuring that the feedback's provider has the right credibility for conveying feedback. The organization needs to set up the culture and environment for feedback, as well as encourages the feedback provider to establish his or her credibility before conveying feedback (Sen, 2017). Also, the feedback provider should observe the employee's behaviour first before evaluating them and the feedback conveyed to the recipients should have motives that can be trusted to influence the employee's behaviour.

Ridder et al. (2015) mentioned that feedback that is conveyed by a credible feedback provider has the impact to reshape the behaviour of the recipients. Hence, a credible feedback provider becomes one of the most important factors for the feedback to be effective and improve the employees' performance. However, Murdoch-Eaton and Sargeant (2012) found that the perception towards the credibility of feedback provider change over time, in which young individuals value feedback for more senior individual, while mature individuals see their peers are credible enough to convey feedback.

2.3.4 Organizational Culture

Organizational culture refers to the beliefs, values, behaviour patterns, as well as understandings that are shared by the members of an organization. Organizational culture may be associated with the organizational stories, symbols, and myths that are expressive of the culture and help to socialize the people into particular organization (Linstead, 2001).

Sen (2017) found that organizational culture has a significant impact on the effectiveness of feedback, hence results in the performance improvement. For a feedback to be

effective in improving the performance of the employees, the employees need to be monitored after receiving feedback so that they feel more motivated to improve their performance. Besides that, Farouq and Khan (2011) mentioned that feedback is important to identify the weak employees, in which the data of weak employees will be gathered through the feedback, and then extensive training program should be designed specifically with the purpose to improve their productivity and performance. Also, Kuhnen and Tymula (2008) found that a mixed team of employees consists of high-performance employees and low performance employees are great to train the employees with low performance to increase their productivity.

2.3.5 National Culture

Jan-Benedict and Steenkamp (2001) refer national culture as the culture practiced by citizens of a country. It is defined as the tendencies of persistent reference for particular states of affairs over others, persistent preferences for specific social processes over others, as well as general rules for selective attention, interpretation of environmental cues, and responses.

A study by MacDonald et al. (2013) found that cultural background affects the receptive capability of an individual. In the study, Canadian and Chinese culture were compared, in which the Canadian culture is referred to be more individualistic and like to stand out, while Chinese culture to be more collectivistic and like to fit in. The Chinese culture seems to be more harmony and based on interpersonal relations. Hence it was found that the Chinese people tend to seek for feedback from their peers who at higher level rather than asking the supervisor as it can be seen as disrespectful. It was also found that the Chinese people prefer to seek for feedback in private compared to the Canadian people due to image-defence motive.

2.4 The Relationship between Feedback Conversations on Employee Performance in an Organization

A study by Sen (2017) mentioned feedback acts a tool to improve the behaviour, skills, or performance of an individual. This study was focusing on five important elements that involve in the feedback process which are receptive capability of employees, naturally occurring feedback, credibility of feedback provider, the environment of an organization, as well as the national culture of employees and their impact on the employees' performance. This study found that all of the five elements are important to boost the performance of an employee, in which a feedback process that naturally occurred has more impact to improve employees' performance compared to the scheduled performance feedback. The employees who received feedback needs consider each and every feedback they got so that they can reshape their behaviour and improve their performance. In addition to that, the study also found that a knowledgeable and trustworthy feedback provider makes the purpose of the feedback performance is more achievable, however the time they feedback provider and the employees have working together do not necessarily determine the credibility of the feedback provider. Also, the study suggests that every feedback conveyed to the employees need to be recorded and monitored for its effectiveness, so that the employees will be more motivated to improve their performance. Besides that, it is also important for employees to be aware on cultural intelligence so that they can understand each other's culture, hence helping each other to perform better from the feedback received.

On the other hand, a study by Marthouret and Sigvardsson (2016) focused on the effect of quick feedback on the employee motivation and performance. Quick feedback in this study is defined as a part of management tool utilized to improve the self-motivation of an individual, which will result in the performance improvement. It refers as a short discussion between a

manager and the employees to remind the goals, assess the achievement and praise the employees, as well as explain on the wrongdoings of the employees. It is important for a manager to conclude the feedback by telling the employees on how much their work is valued by the company. A quick feedback is the main focus in the study as the researcher mentioned ordinary feedback is too time consuming, while a quick feedback is short, specific, and involves unambiguous performance review by the manager to a particular employee. The study found that the employees need both positive feedback and constructive criticism so that they feel more motivated and improve their job performance. However, the manager needs to convey positive feedbacks first to the employees, before giving them constructive criticism. This is important to ensure the employees feel confident and save before they can listen and accept the constructive criticism. In addition, the study found that a face-to-face personalized feedback is better to formulate accurate and impactful quick feedback, so that it can yield to performance improvement.

Farooq and Khan (2011) elaborate more on the impact of feedback on the employees' performance. This study mentioned feedback provides a clear picture of the employees' weaknesses, hence pointed clearly on the employees that need more training. From the outcomes of the feedback, an organization can list down all the employees that need more training, as training can bring sharpness in quality of processes performed by the employees. According to this study, the feedback process is important to gather data regarding the employees' weaknesses, hence the management can organize extensive training program to overcome the employees' weaknesses hence improve their job performance. As supported by Ellis et al. (2005), both the process of feedback, followed by training program are important in ensuring the employees' performance improvement.

Performance management is important for the process of developing the employees. The cycle in the performance management includes setting the goals and expectation for the employees, ongoing review and feedback, as well as appraisal and reward. According to Flanagan (2017), feedback is an important tool in performance management. It has direct impact on the individual's work as the feedback contains specific information for improvement, setting a clear performance expectation for the employees, heightens the efficiency by reducing resentment, as well as strengthens relationships between the superior and employees. The researcher also mentioned the benefits of positive feedback as it able to create enthusiasm, builds confidence and self-esteem. Makes the employees feels acknowledge, and thus gives clarity to the employee about god performance. A positive feedback is considered appropriate when it is used to recognize specific job performance that has met or exceed the expectations. This helps to motivate the employees to do a better job and keep the performance momentum. Meanwhile, a developmental feedback is considered appropriate when it is used to help an employee to monitor and correct his or her behaviour.

In another study by Kuhnen and Tymula (2008), feedback may influence the self-esteem of the employees, hence affecting their job performance. The research found that the utility of an individual was influenced by private information regarding their performance that was conveyed during the feedback process. During the feedback process, the employees that are expected to rank better and have a high ability to increase the output will have high self-esteem, hence they tend to do better and improve more. On the other hand, the self-esteem of the employees will be disrupted if they received a negative feedback. Their productivity will get worse in the future or do not improve much. The study suggests the management to monitor the employees, as well as create a team with mixed performance level of workers. It means that in a team, there should be high performance employees, and low performance employees. In

this way, the productivity of the low performance employees can be increased as they will learn more from the other employees.

2.5 Underpinning Theory

2.5.1 Feedback Theory

According to Sen (2017), a performance feedback is the process that happens between the manager and his or her employee. In a constructive feedback, good performances are praises, while poor performances are told to improve. A feedback should encourage the employees to openly discuss with the management for any issues or problems. Nicol (2007) stated 10 principles of feedback assessment. The principles are:

1. Help clarify what good performance is, such as the goals, criteria, and standards.
2. Encourage ‘time and effort’ on challenging learning tasks.
3. Deliver high quality feedback information that helps the receiver to self-correct.
4. Encourage positive motivational beliefs and self-esteem.
5. Encourage interaction and dialogue around learning between the employees and manager or superiors.
6. Facilitate the development of self-assessment and reflection in learning.
7. Give the feedback receiver choice in assessment like the content and processes.
8. Involve the feedback receiver in decision making about assessment policy and practice.
9. Support the development of learning communities.
10. Help the feedback providers to shape the employees’ need.

During the feedback process, the employees are informed about their performance, whether they have met the goals and expectations. Feedback has the purpose to motivate the

employees, hence improving their job performance. The employees' behaviour, values, as well as attributes will be evaluated during the feedback process, in which this will help them to determine the future action for their career development (Sen, 2017).

Jong (2016) found that performance feedback has the supportive behaviour in which it is able to help boost positive outcomes and intrinsic motivation. Through feedback, the employees can be encouraged on their job autonomy, hence reducing any negative effect of role ambiguity. Therefore, the employees will be able to decrease the job stress they face, as well as reduce any uncertainty at work. Gonzalez-Mule et al. (2016) mentioned that performance feedback is extremely important so that the potential risk of undesirable autonomy due to the lack of clarity to understand the broader goals of an organization can be reduced. When this situation happens, the team of employees may overlook strategies and decisions that could bring benefits to the organization. On the other hand, the researchers further explain that a higher-level feedback provides greater clarity on the goals of the organizations, in which the feedback works as a bridge between the job autonomy and clarity of the organization goals, hence yielding to the improved team performance.

2.5.2 Performance Theory

Pradhan and Jena (2017) mentioned performance as a multicomponent concept. There are three aspects of performance including task performance, contextual performance, and adaptive performance. According to Campbell et al. (1993), the process aspect of performance can be distinguished by the behavioural engagements from an expected outcome. The behavioural engagements refer to the action of individuals in accomplishing their tasks, while the expected outcome refers to the consequences of that particular individual's job behaviour

(Campbell, 1990). There is significant relationship between the behavioural engagements and the expected outcomes (Borman & Motowidlo, 1993).

Task performance, as one of the aspects in performance comprises of job explicit behaviours in which individuals are assigned with a fundamental job responsibility as a part of the job descriptions. In order to achieve task performance, individuals need to have high cognitive ability. It is important for the individuals to have the ability to handle multiple tasks, as well as have the technical knowledge on the tasks assigned. Also, the individuals need to acquire the right skills to apply the technical knowledge so that they can complete the tasks assigned without much supervision. Task performance also includes the ability of individuals to respond to assigned tasks that either facilitate or impede the performance (Conway, 1999). In summary, the ability to the tasks and prior experience are the primary antecedents of task performance. Borman and Motowidlo (1997) define the employees' performance in the context of task performance as the effectiveness of employees in executing the tasks assigned to them; in which it fulfils the organization's vision.

On the other hand, adaptive performance refers to ability of individuals to acclimatize and provide necessary support to the job profile in a dynamic work situation (Hesketh & Neal, 1999). The study also mentioned that once the employees have completed their assigned tasks with a particular level of perfection, they try to adapt their behaviour and attitude to the varied requirements of their job roles. According to Beard, Rench, and Kozlowski (2014), adaptive performance refers to the ability of employees in efficiently deal with the volatile work circumstances such as technological transformation, restructuring in organization, as well as changes in the individuals' core job assignment. Not only that, the aspect of adaptive

performance also required the employees to adjust their interpersonal behaviour in that changed circumstances to work successfully with the colleagues.

Meanwhile, contextual performance refers to the prosocial behaviour demonstrated by individuals in their work set-up (Pradhan & Jena, 2017). Brief and Motowildo (1986) further define contextual performance as the behaviour that is accomplished by the members of an organization, in which it is directed towards an individual, group, or organization with whom the member interacts while carrying out their role in the organization. This behaviour should be performed with the intention to encourage the betterment of individual, group, or organization towards which it is directed. In a clearer view, contextual performance refers the team spirit that individual possess. Pradhan and Jena (2017) mentioned contextual performance is a kind or attitude such as volunteering for extra work, helping the colleagues to solve difficult tasks, upholding enthusiasm at work, cooperating with the colleagues in time of need, sharing critical resources and information for the development of organization, abiding by the prescribed rules and regulations, as well as supporting the organizational decisions for a better changes. This kind of behaviour contributes for creating a stimulating culture and climate of the organization which aids in achieving individual productivity and organizational effectiveness.

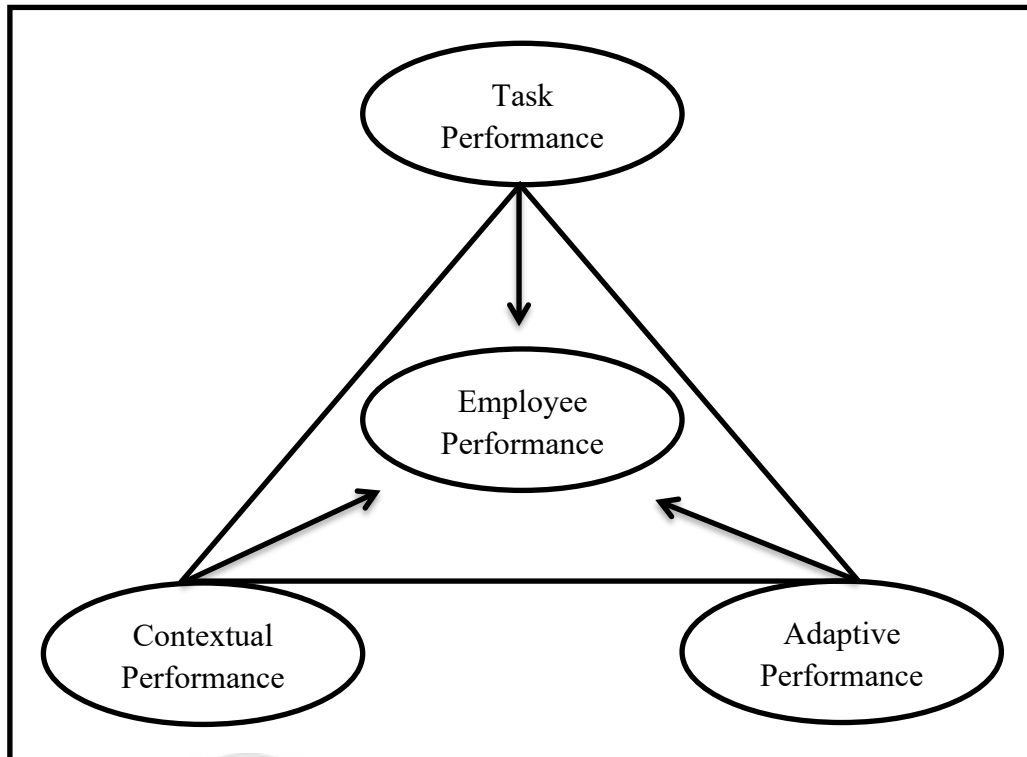


Figure 2. 1

The Triarchy Model of Employee Performance

Source: Pradhan and Jena (2017)

2.6 Hypotheses Development

Feedback frequency is an important aspect for an effective feedback conversation to improve the employees' performance. Frequent feedback is said to be more focus on future performance, in which the manager may conveys the near-term goals to the employees (Rok et al., 2016).

H1: Feedback frequency has a significant positive impact on the employees' performance.

How the feedback receivers process the information conveyed to them during the feedback conversation also influence the effectiveness of feedback to improve the employees' performance. It was found that the engagement between the employees and the manager is

important, specifically within the aspect of trust and integrity, participation and autonomy, the connection between company performance and employee, the opportunities for career growth, pride in the company, the perspective of colleagues towards their company and job, the employee skill development, as well as the value of personal relationships with colleagues and managers.

H2: Receptive capability has a significant positive impact on the employees' performance.

The effectiveness of feedback conversation to improve the employees' performance also depends on the credibility of feedback provider. A feedback provider that has the credibility will be able to reshape the behaviour of receivers, in which the feedback conveyed to the recipients should have motives that can be trusted by the receivers (Ridder et al., 2015).

H3: Credibility of feedback provider has a significant positive impact on the employees' performance.

The organization should monitor the employees performing their duties and tasks after they received the feedback. Besides that, training also should be given to those employees who received weak score in the feedback conversation, as well as mixed them in a team consist of high performing employees. In this way, the employees will be more motivated to perform well, hence able to improve their performance.

H4: Organizational culture has a significant positive impact on the employees' performance.

National culture determines the persistent preferences for specific social processes over others, as well as general rules for selective attention, interpretation of environmental cues, and

responses. MacDonald et al. (2013) found that cultural background affects the receptive capabilities of the employees towards the feedback received.

H5: National culture has a significant positive impact on the employees' performance.

2.7 Research Framework

Based on the literature reviews and hypotheses development, Figure 2.2 below shows the research framework of current study.

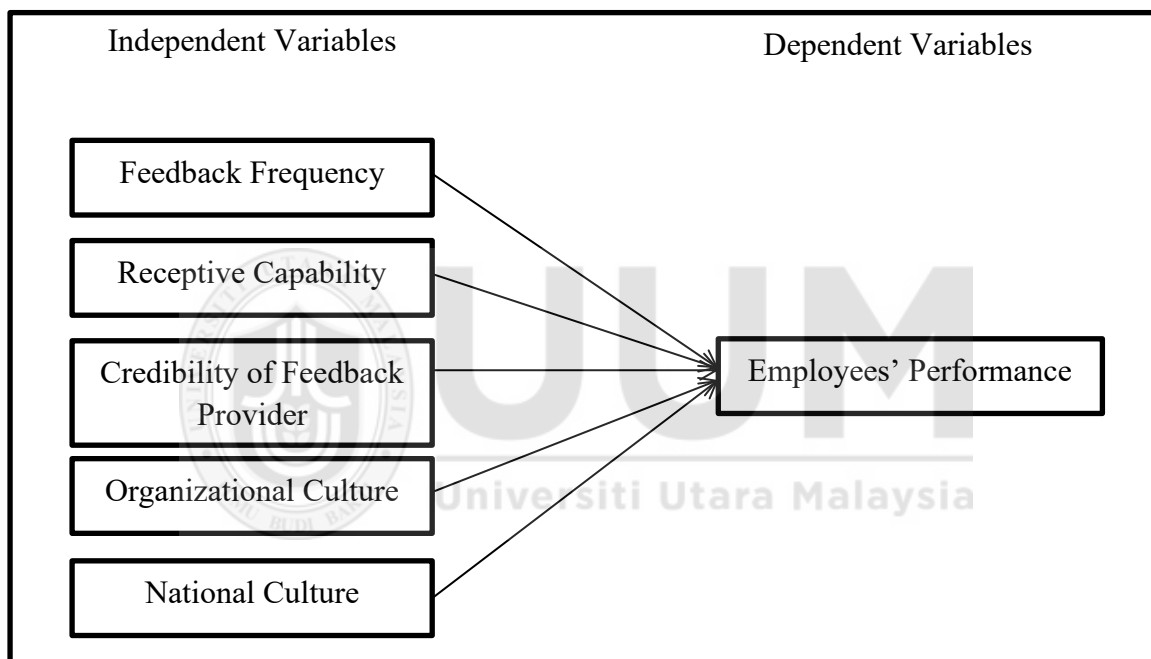


Figure 2.2

Research Framework

Based on the literature review that has been done in the previous chapter, the research has identified five independent variables to be studied in this thesis. The variables are feedback frequency, receptive capability, credibility of feedback provider, organizational culture, as well as national culture. All these five variables are found to make an effective feedback and have impact to improve the employees' performance.

2.8 Chapter Summary

Chapter 2 discuss on the feedback theory and performance theory, and how these terms relate on each other. Literature review on past studies has been done to study the significant relationship between the feedback conversations and employees' performance. According to the review of past studies that have been done, an effective feedback may influence employees to perform well in executing their task, as well as meet the goal and expectations of their organization. The literature shows that understanding the feedback frequency, receptive capability, credibility of feedback provider, organizational culture, as well as national culture as the aspects of an effective feedback helps to improve the employees' performance. Hence, Chapter 3 will the methodology to further the research based on the literature review done in this chapter.



CHAPTER THREE

METHODOLOGY

3.1 Chapter Overview

Research methodology refers to the systematic way to conduct a research with the purpose to solve the problems associated with it (Prabhat & Mishra, 2015). A research methodology needs to be carefully designed so that it able to investigate the problem in a research, hence meet the research objectives. In this chapter, the procedures to investigate how feedback conversations influence the employees' performance will be explained.

3.2 Research Design

The quantitative research approach will be applied in this study to investigate the effect of feedback conversations on the employees' performance.

Quantitative research is a positivistic approach where the variables and data collected through this approach need to be quantified and analysed so that researcher can get the results (Apuke, 2017). This approach involves numerical data only, in which a specific statistical tool is needed to analyse the data so that the questions of who, how, how much, what, when, and where can be answered.

The reason for choosing quantitative research is that the topic requires the collection of primary data for which the quantitative approach is most ideal (Goertzen, 2017). Besides, it is used to test the hypotheses that have been set up (Shone, 2015). The researcher is allowed to observe the phenomena that affecting individuals, generate knowledge, and create understanding on a particular topic, hence allowing the researcher to find evidence to prove the

hypotheses (Allen, 2017). Since quantitative research is more focused and the objectives are aligned with numbers and statistics collected, accurate and precise measurement of variables can be analysed through the distribution of questionnaires and surveys to describe, explain, and predict the results. The finding and objective also will be more reliable if using a quantitative approach (Daniel, 2016). This approach will reduce and restructure a complex problem to a limited number of variables.

A descriptive research design is utilised to describe the quantitative thoughts of the variables. Almabruk and Almwber (2018) mentioned that the researcher may only report based on the data of the finding, with no control over the investigation when adapting the descriptive research design. It describes the exact data shown and does not give the causes to the finding. Meanwhile, an exploratory research design is utilised to analyse the reliability of the research instruments used in particular research and determine whether it is suitable for further research. Stebbins (2011) mentioned that exploratory research design is used when the reliability of the existing questionnaire to be used in the current research needs to be analysed. The exploratory research design is meant for a quantitative study.

For this research, a questionnaire will be used as a research instrument since the quantitative research approach is utilized. The questionnaire will be adopted from several existing questionnaires in previous studies; hence the study will utilize an exploratory research design where the reliability of the questionnaire needs to be analysed to find its suitability for current research. However, a descriptive research design will be utilised to describe the finding of the research later.

3.3 Measurement of Variables/Instrumentation

A survey questionnaire is utilised as the research instrument in this study. It has been chosen instead of an interview questionnaire since this research adopting a quantitative research approach with primary data collection which can only be completed by using a survey questionnaire. An interview questionnaire is not ideal as this particular questionnaire can only be applied in a qualitative research approach (Rahi, 2017).

The survey questionnaire will be distributed to the respondents through online sites in the form of Google Form. This is to enable the researcher to reach the targeted population more easily as an online survey is not limited to be distributed in a certain area only. Also, as the respondents might be busy with their duties, it is easier for them to just fill out a questionnaire and post it back to the researcher (Brace, 2018).

A closed-ended questionnaire with a Likert Scale style is used to design the questionnaire, in which a 5-Point Likert Scale is utilized instead of a 7-Point Likert Scale. The reason behind choosing the 5-Point Likert Scale is to avoid any confusion for the respondents to answer any statements in the questionnaire where available points are not so close to each (Chilung et al. 2017). The point ranges from 1 to 5 for very disagree to very agree, with neutral at point 3.

The questionnaire is divided into 3 sections; which are Section A, Section B, and Section C. Section A has the purpose to collect data on demographic profile of the respondents. Meanwhile, Section B has the purpose the collect data on the variables to be investigate in this research. On the other hand, Section C has the purpose to analyse the

level of employees' performance in the company. The table below shows the categorization for questionnaire as research instrument for this thesis.

Table 3. 1

Categorization of Research Questionnaire

Section	Type of Questions	Number	Total
Section A	Demographic Profile	1-8	8
Section B – Impact of Feedback Conversations on Employees' Performance	1. Feedback Frequency	9-12	4
	2. Receptive Capability	13-17	5
	3. Credibility of Feedback Provider	18-21	4
	4. Organizational Culture	22-26	5
	5. National Culture	27-30	4
Section C	Employees' Performance	1-5	5

3.4 Population and Sampling

3.4.1 Sampling Design

Sampling design refers to the framework of selecting a sample for a survey and has a significant influence on the important aspects of that survey. A proper sampling design has the advantage to estimate the sample itself and the underlying selected population (Hubbard et al., 2016). The 2 types of sampling techniques are probability sampling and non-probability sampling. Probability sampling has the purpose to give the same chance to every population to get chosen as a sample and often associated with a quantitative study. In contrast, non-probability sampling has the purpose to enable researchers to focus on a small sample and often associated with a qualitative study.

A convenient sampling of the non-probability sampling technique is chosen as the sampling technique for this research. The reason behind this choice is that it makes it feasible for researchers to reach out to those targeted populations who are accessible. Furthermore, this technique is the cheapest and least time-consuming. As a result, research work will incur less expenditure and will allow researchers a lot of time to spend upon data analysis rather than having to spend extra time collecting data from the target population.

3.4.2 Population and Sample Size

A population is defined as a group of individuals with the same characteristics in a certain area (Tarsi & Tuff, 2012). It is crucial to set a target set of the population to research as it is impossible for the researchers to interview and survey each individual without a focus group. However, the target population needs to be homogeneous and reliable for the research purpose. Meanwhile, Sample size is referred to as the number of units chosen to gather a specific collection of data (Singh & Masuku, 2014). It is important to choose an adequate sampling size so that any error or sampling biases can be avoided (Taherdoost, 2017).

The population for current research is a total of 3019 employees in Celcom Axiata Berhad. Out of the total population, 341 employees in Celcom Axiata Berhad were chosen as the sample size. This sample size was chosen based on the table of sample size by Krejcie and Morgan (1970). The employees in Celcom Axiata Berhad have been chosen for current research since the company has been the leading mobile network provider in Malaysian telecommunication industry. Hence, it is only relevant to study how feedback conversations may influence the employees' performance in Celcom Axiata Berhad until it becomes the leading company in the industry.

Table 3. 2*Table for Determining Sample Size for a Given Population*

<i>Total</i>	<i>Sample</i>	<i>Total</i>	<i>Sample</i>	<i>Total</i>	<i>Sample</i>
10 ⇒	10	220 ⇒	140	1200 ⇒	291
15 ⇒	14	230 ⇒	144	1300 ⇒	297
20 ⇒	19	240 ⇒	148	1400 ⇒	302
25 ⇒	24	250 ⇒	152	1500 ⇒	306
30 ⇒	28	260 ⇒	155	1600 ⇒	310
35 ⇒	32	270 ⇒	159	1700 ⇒	313
40 ⇒	36	280 ⇒	162	1800 ⇒	317
45 ⇒	40	290 ⇒	165	1900 ⇒	320
50 ⇒	44	300 ⇒	169	2000 ⇒	322
55 ⇒	48	320 ⇒	175	2200 ⇒	327
60 ⇒	52	340 ⇒	181	2400 ⇒	331
65 ⇒	56	360 ⇒	186	2600 ⇒	335
70 ⇒	59	380 ⇒	191	2800 ⇒	338
75 ⇒	63	400 ⇒	196	3000 ⇒	341
80 ⇒	66	420 ⇒	201	3500 ⇒	346
85 ⇒	70	440 ⇒	205	4000 ⇒	351
90 ⇒	73	460 ⇒	210	4500 ⇒	354
95 ⇒	76	480 ⇒	214	5000 ⇒	357
100 ⇒	80	500 ⇒	217	6000 ⇒	361
110 ⇒	86	550 ⇒	226	7000 ⇒	364
120 ⇒	92	600 ⇒	234	8000 ⇒	367
130 ⇒	97	650 ⇒	242	9000 ⇒	368
140 ⇒	103	700 ⇒	248	10000 ⇒	370
150 ⇒	108	750 ⇒	254	15000 ⇒	375
160 ⇒	113	800 ⇒	260	20000 ⇒	377
170 ⇒	118	850 ⇒	265	30000 ⇒	379
180 ⇒	123	900 ⇒	269	40000 ⇒	380
190 ⇒	127	950 ⇒	274	50000 ⇒	381
200 ⇒	132	1000 ⇒	278	75000 ⇒	382
210 ⇒	136	1100 ⇒	285	100000 ⇒	384

Source: Krejcie and Morgan (1970)

3.5 Data Collection Procedures

Data collection referred to the collection of facts through various ways such as descriptions, observations, values, or measurements (Osang et al., 2013). There are 2 types of data collection methods namely primary data collection and secondary data collections.

Primary data refers to the data collected by researchers on their own when conducting particular research. It can be collected through various ways of research instruments including experiments, questionnaires, surveys, interviews, and field observations. In contrast, secondary

data refers to the data collected by researchers from existing sources that are relevant to the current research. It can be collected from existing books, journals, articles, governmental sources, as well as existing database (Martins et al., 2018).

Primary data collection will be utilized in current research as the issue being studied needs a statistical survey to be carried out. Hence, primary data collection will be needed to collect, study, as well as analyse the data.

3.6 Techniques of Data Analysis

All the data collected from the survey questionnaire will be arranged and analysed through the Statistical Package for Social Sciences (SPSS). SPSS is a software for data management and statistical analysis which able to conduct complex statistical analyses on its own (Frey, 2017).

Descriptive analysis by using percentage and mean score will be used to analyse the demographic profile of respondents and level of each variables tested. Meanwhile, inferential analysis by using Multilinear Regression (MLR) test will be used to analyse the significant relationship between the variables of feedback conversation and the employees' performance.

Table 3.3

Mean Score Description

Mean Score	Description
3.68 – 5.00	High Level
2.34 – 3.67	Moderate Level
1.00 – 2.33	Low Level

Source: Landell (1977)

3.7 Validity and Reliability Method

Questionnaire has undergone pilot test to check for reliability tests by using 100 respondents. The validity and reliability of the variables are measured by using Cronbach Alpha. According to the Hair et al. (2010), a research instrument is considered to be reliable when each variable tested with Cronbach Alpha will get a minimum value of 0.7.

Table 3.4

Cronbach Alpha Value Description

Cronbach Alpha	Description
<0.6	Weak
0.6 to <0.7	Moderate
0.7 to <0.8	Good
0.8 to <0.9	Very Good
0.9	Excellent

Source: Chua (2014)

3.8 Ethical Consideration

There are do and don't when conducting research that involves human participants (Parveen & Showkat, 2017). Ethical conduct during the research activity is important if a researcher needs to collect data from human participants (Fleming, 2018). This consideration aims to protect human subjects in a particular research study through appropriate ethical principles (Arifin, 2018).

Ethical considerations in this research are made through informed study and informed consent. The researchers prepare the document in the English language. The researchers will contact the employees first through LinkedIn and explain the purpose of the study. The respondents will be informed about the study conducted and their rights when joining the

research as respondents. They may withdraw from the research at any time. Then, the researcher will make sure the respondents know the investigator's rights to acquire information from respondents. Only after making sure the respondents understood both informed study and informed consent, they are asked to sign an informed consent before answering the questionnaire. Data has been collected only after the respondents were ready to participate in the survey. No respondent has been forced to participate. To reach out to the generally busy respondents, an online survey questionnaire has been mailed to them. This has allowed them to send back completed questionnaire according to their free time. Analysis of data has been done using a 5-Point Likert Scale and no data misinterpretation has been done.

3.9 Chapter Summary

There are five independent variables to be tested in current research which are feedback frequency, receptive capability, credibility of feedback provider, organizational culture, as well as national culture. These variables will be tested on their significant relationship with the employees' performance. Hence, the researcher will utilize descriptive quantitative method to conduct the research. A set of questionnaires with 5-point Likert style is utilized as the research instrument and distributed to 341 employees in Celcom Axiata Berhad. The data collected from the questionnaire will then be arranged and analysed in the SPSS application, and descriptive analysis of percentage and mean, as well as inferential analysis of Multilinear Regression (MLR) test are utilized to analyse the data.

CHAPTER FOUR

FINDINGS

4.1 Chapter Overview

This chapter presents the research finding. All the data collected were arranged and analysed by using SPSS application. Both descriptive analysis and inferential analysis were done to analyse the data. First of all, the validity and reliability of the research instrument was proved by using the value of Cronbach Alpha and is presented in the first section. Then, this chapter presents the analysis of respondents' demographic profile, as well as descriptive analysis of the data collected. The chapter then proceed to prove the hypotheses set up for current research by analysing the relationship between each aspect of feedback conversations and their significant impact on the employees' performance.

4.2 Validity and Reliability of the Research Instrument

The questionnaire has undergone pilot test to check for its validity and reliability by using 100 respondents. Table 4.1 below shows the research finding.

Table 4. 1*Validity and Reliability of the Research Instrument*

Variables	Number of Item	Cronbach Alpha	Description
Feedback Frequency	4	0.773	Good
Credibility of Feedback Provider	4	0.783	Good
Employees' Receptive Capability	5	0.771	Good
Organizational Culture	5	0.773	Good
National Culture	4	0.757	Good
Employees' Performance	5	0.719	Good

All the variables tested in the questionnaire got the value of Cronbach Alpha within the range of 0.7-0.8. According to Chua (2014), this range of Cronbach Alpha's value described as a good level of validity and reliability. Also, Hair et al. (2010) mentioned that a research instrument is considered to be reliable when each variable tested with Cronbach Alpha get a minimum value of 0.7. Hence, the research instrument used for current research is valid and reliable enough to be used to further the research.

4.3 Analysis of Respondents' Demographic Profile

The demographic profile of respondents was analysed by using frequency and percentage test. Table 4.2 below shows the demographic profile for a total of 341 respondents in this research.

Table 4. 2*Demographic Profile of the Respondents*

Demographic Profile		Frequency, n	Percentage, %
Citizenship	Malaysian	324	95.0 %
	Non-Malaysian	17	5.0 %
Position	Managerial	136	39.9 %
	Non managerial	205	60.1 %
Working Experience	0-2 Years	68	19.9 %
Experience	3-5 Years	102	29.9 %
	6-10 Years	102	29.9 %
	Over 11 Years	69	20.2 %
Feedback on job performance	Face to Face and one to one	136	39.9 %
	Face to face, in a group	68	19.9 %
	Indirectly, in writing	137	40.2 %
Feedback on colleague	Face to Face and one to one	165	48.4 %
	Face to face, in a group	43	12.6 %
	Indirectly, in writing	133	39.0 %
Feedback on frequency	Face to Face and one to one	165	48.4 %
	Face to face, in a group	43	12.6 %
	Indirectly, in writing	133	39.0 %
Which one do you prefer	Regular informal feedback from SV and Colleagues.	68	19.9 %
	Regular formal feedback from SV and Colleagues 2-4 times in a year.	102	29.9 %
	Yearly formal feedback during performance appraisal.	171	50.1

Demographic analysis has been conducted and the findings were presented in the Table 4.2. Several demographic variables have been selected including citizenship, position, working position, feedback on job performance, feedback on job frequency and preference. By looking

at the citizenship, about 324 (95%) of the total respondents were Malaysian while 17 (5%) were non-Malaysian. It was reported that, about 205 (60.1%) of the total respondents were at the position non managerial while 136 (39.9%) were at the position managerial. As noted, 102 (29.9%) of the total respondents with experience 3-5 years and 6-10 years respectively, followed by 69 (20.2%) over 11 years and 68 (19.9%) with experience in between 0-2 years. In term of feedback on job performance, about 137 (40.2%) preferred in directly writing, 68 (19.9%) preferred face to face, in a group. In term of feedback on colleague, about 165 (48.4%) of the respondents preferred face to face and one to one, followed by 133 (39%) preferred indirectly, in writing and 43 (12.6%) preferred face to face, in a group. In term of preference, 171 (50.1%) of the total respondents preferred yearly formal feedback during performance appraisal, followed by 102 (29.9%) preferred regular formal feedback from SV and colleagues 2-4 times in a year and 68 (19.9%) preferred regular informal from SV and colleagues.

4.4 Descriptive Analysis

4.4.1 The Impact of Feedback Frequency on the Employees' Performance

All the items tested for feedback frequency and its impact on the employees' performance were analysed by using mean score analysis. Table 4.3 shows the finding.

Table 4.3*Mean Score Analysis for Feedback Frequency*

No.	Item	Mean Score	Standard Deviation	Interpretation
1	No matter when the feedback is provided, it helps improving my performance.	4.19	0.687	High Level
2	There must be a specific time to provide or receive performance feedback.	4.47	0.625	High Level
3	The regular feedback that can improve my performance is more helpful than feedback given once in a year.	4.33	0.623	High Level
4	Naturally occurring feedback has a positive impact on the overall performance of an employee.	4.42	0.606	High Level
Average Mean		4.35	0.635	High Level

There are 4 items being investigated for the impact of feedback frequency on the employees' performance. Among all the 4 items, item number 2 has the highest mean score of 4.47, where there is a high level of agreement from the respondents that there must be a specific time to provide or receive performance feedback. Meanwhile, item number 1 has the lowest mean score of 4.19, but it still in the range of high level of agreement that no matter when the feedback is provided, it helps improving the respondents' performance. Another 2 items investigated feedback frequency variable also got high level of agreement with mean score of 4.33 for item number 3; the regular feedback that can improve my performance is more helpful than feedback given once in a year, and a mean score of 4.42 for item number 4; naturally occurring feedback has a positive impact on the overall performance of an employee. From the investigation, it was found that feedback conversation helps to improve the performance, regular feedback is more effective than yearly feedback, and there must be specific time to

provide or receive performance feedback. Overall, the mean score for feedback frequency and its impact on the employees' performance is 4.35, also in the range of high level of agreement from the respondents.

4.4.2 The Impact of Feedback Provider's Credibility on Employees' Performance

All the items tested for feedback provider's credibility and its impact on the employees' performance were analysed by using mean score analysis. Table 4.4 shows the finding.

Table 4.4

Mean Score Analysis for Feedback Provider's Credibility

No.	Item	Mean Score	Standard Deviation	Interpretation
1	My supervisor/manager must be more knowledgeable and experienced than me.	4.40	0.599	High Level
2	If my supervisor/manager knows less than me, or has less experience than me, the feedback is not effective for my performance improvement.	4.25	0.663	High Level
3	To fully understand my skills and knowledge, my supervisor/manager must work with me for a minimum of 6 months.	4.31	0.701	High Level
4	The credibility of the feedback provider makes a difference in the impact on performance of an employee.	4.33	0.705	High Level
Average Mean		4.32	0.667	High Level

There are 4 items have been investigated under the variable of feedback provider's credibility. According to Table 4.4, item number 1 has the highest mean score with the value of 4.40 shows that there is high level of agreement from the respondents regarding that the

manager or supervisor must be more knowledgeable and experienced than the respondents. Meanwhile, item number 2 has the lowest mean score with the value of 4.25, which is still at high level of agreement from the respondents regarding if the supervisor/manager knows less than the respondents, or has less experience than the respondents, the feedback is not effective for the respondent's performance improvement. Both item 3 and 4 also got high level of agreement from the respondents, with mean score 4.31 and 4.33 respectively. Item 3 investigates that in order to fully understand the respondents' skills and knowledge, the supervisor or manager must work with the respondents for a minimum of 6 months. Meanwhile item 4 investigates the credibility of feedback provider has impact on the employees' performance. According to finding, there is a high level of agreement from the respondents regarding the credibility of the feedback provider, in which he or she must be more knowledgeable and experienced, and must be working together for a minimum of 6 months. Overall, the average mean for credibility of feedback provider is 4.32, at a high level of agreement for an effective feedback conversation to improve the performance.

4.4.3 The Impact of Employees' Receptive Capability on Employees' Performance

All the items tested for the employees' receptive capability and its impact on the employees' performance were analysed by using mean score analysis. Table 4.5 shows the finding.

Table 4. 5*Mean Score Analysis for the Employees' Receptive Capability*

No.	Item	Mean Score	Standard Deviation	Interpretation
1	I agree with any feedback provided by my supervisor because I can see the negative consequences of disagreeing.	4.40	0.694	High Level
2	I do not consider feedback for my development when I sense it is completely negative.	4.29	0.642	High Level
3	I agree that feedback provided by my supervisor helps in my job performance	4.40	0.715	High Level
4	Either negative or positive, both types of feedback equally help me to perform the job better.	4.28	0.580	High Level
5	Receptive capability of an employee has positive impact on performance of an employee.	4.33	0.705	High Level
Average Mean		4.34	0.667	High Level

Table 4.5 shows the mean score of each item investigated under the variable of receptive capability. There are 5 items being investigated for the receptive capability of employees on the feedback conversations and its impact on the employees' performance. According to the table, items number 1 and 3 both got highest level of agreement with mean score 4.40. Item 1 clarify that the respondents agree with any feedback from the supervisors, while item 3 states that the feedback from the supervisor helps to improve the respondents' performance. Meanwhile, item number 4 recorded the lowest mean score of 4.28 regarding the both types of feedback either positive or negative equally help the respondents to perform the job better. However, this score still in the range of high level of agreement. Other items investigated under this variable also got high level of agreement in which item 2 (I do not consider feedback for my development when I sense it is completely negative) with mean score 4.29 and item number 5 (Receptive capability of an employee has positive impact on performance of an employee) with mean score 4.33. In summary, the employees' receptive

capability helps the respondents to improve their job performance, whether the feedback conveyed to them is positive or negative. The overall mean score for the variable of receptive capability is 4.34, also at the high level of agreement from the respondents.

4.4.4 The Impact of Organizational Culture on Employees' Performance

All the items tested for the organizational culture and its impact on the employees' performance were analysed by using mean score analysis. Table 4.6 shows the finding.

Table 4. 6

Mean Score Analysis for the Organizational Culture

No.	Item	Mean Score	Standard Deviation	Interpretation
1	My supervisor/manager monitors my improvement to check for the effectiveness of feedback.	4.29	0.591	High Level
2	I accept whatever the feedback conveyed to me since the effectiveness of feedback is monitored.	4.35	0.594	High Level
3	I feel motivated and improve my performance if being monitored after receiving feedback.	4.36	0.575	High Level
4	Recorded and evaluated feedbacks that are strategically aligned are more effective in improving job performance.	4.45	0.575	High Level
5	The organization culture has positive impact on the effectiveness of feedback, and improves the employees' performance.	4.39	0.591	High Level
Average Mean		4.37	0.585	High Level

There are 5 items being investigated under the variable of organizational culture. According to Table 4.6, item number 4 regarding the recorded and evaluated feedbacks that are strategically aligned are more effective in improving job performance has the highest mean score of 4.45 with high level of agreement. On the other hand, item number 1 recorded the lowest mean score of 4.29 yet still in the range of high level of agreement, in which the supervisor does monitor the employees' performance improvement to check for the effectiveness of feedback conveyed. The other 3 items also interpreted with high level of agreement from the respondents in which item 2, 3, and 5 all recorded mean score of 4.35, 4.36, and 4.39 respectively. Item 2 investigate whether the respondents accept whatever feedback they received since the effectiveness of feedback is monitored, while item 3 investigates whether the respondents feel motivated and improve their performance if being monitored after receiving feedback, and item 5 investigates whether the organizational culture has impact on the employees' performance. In summary, it was found that the effectiveness for feedback need to be monitored, so that the employees will feel motivated hence improve their job performance. The overall mean score for the variable organizational culture and its impact on the employees' performance is 4.37, with a high level of agreement from the respondents.

4.4.5 The Impact of National Culture on Employees' Performance

All the items tested for the national culture and its impact on the employees' performance were analysed by using mean score analysis. Table 4.7 shows the finding.

Table 4. 7*Mean Score Analysis for the National Culture*

No.	Item	Mean Score	Standard Deviation	Interpretation
1	I prefer to receive feedback in my own language so that I can understand more clearly.	4.22	0.647	High Level
2	I feel comfortable receiving feedback from my supervisor/manager who has same national background with me.	4.07	0.726	High Level
3	I feel comfortable receiving feedback from supervisor/manager who understands my culture.	4.07	0.739	High Level
4	National culture influences the effectiveness of feedback conversation; hence improve the employees' performance.	4.10	0.721	High Level
Average Mean		4.12	0.708	High Level

Table 4.7 shows the mean score for all the 4 items investigated under the variables of national culture. According to the finding, item number 1 which is the respondents' preference to receive feedback in their own language so that they can understand more clearly recorded the highest mean score with value 4.22, and is interpreted as high level of agreement. Meanwhile, item number 2 and number 3 both recorded the lowest mean score of 4.07, yet still within the range of high level of agreement. The items investigated whether the respondents feel comfortable receiving feedback from supervisor with same national background, and understand their culture. On the other hand, item number 4 with high level of mean score (4.10) investigates the influence of national culture on the effectiveness of feedback conversations, hence improve the employees' performance. In summary, the finding shows that the

respondents receive the feedback better when they understand clearly the language, and received feedback from supervisor with the same national background and understands their culture. The overall mean score for the variable of national culture is 4.12, also within the range of high level of agreement.

4.4.6 The Degree of Employees' Performance in Celcom Axiata Bhd.

This study has analysed the degree of employees' performance in Celcom Axiata Bhd. to measure the effectiveness of feedback conversation. Table 4.8 below shows the finding.

Table 4. 8

Mean Score Analysis for the Employees' Performance

No.	Item	Mean Score	Standard Deviation	Interpretation
1	I always submit assigned tasks before the deadline.	4.35	0.607	High Level
2	I believe my completed tasks have met the expectations.	4.37	0.603	High Level
3	I believe my working style is right and consistent.	4.37	0.556	High Level
4	I believe my goals and objectives are in line with the company's goals and objectives.	4.39	0.562	High Level
5	I am satisfied with my job performance.	4.36	0.570	High Level
Average Mean		4.37	0.580	High Level

There are 5 items being investigated for measuring the degree of employees' performance in Celcom Axiata Bhd. According to Table 4.8, item number 4 with the statement 'I believe my goals and objectives are in line with the company's goals and objectives' recorded the highest mean score of 4.39, and interpreted as high level of agreement. On the other hand,

item number 1 with the statement ‘I always submit assigned tasks before the deadline’ recorded the lowest mean score of 4.35, yet still within the range of high level of agreement. The other items also recorded high level of agreement. Item number 2; ‘I believe my completed tasks have met the expectations’ and item number 3; ‘I believe my working style is right and consistent’ both recorded mean score of 4.37. Meanwhile item number 5 with the statement ‘I am satisfied with my job performance’ recorded mean score of 4.36. Overall, the degree of employees’ performance in Celcom Axiata Bhd. is at high level with mean score 4.37.

4.5 Hypotheses Testing

Multiple regressions have been conducted to determine the factors influence employee performance. To test the hypotheses, Multilinear Regression (MLR) test has been done so that the significant relationship between the aspects of feedback effectiveness (feedback frequency, receptive capability, credibility of feedback provider, organizational culture, and national culture) and the employees’ performance can be analysed.

Table 4.9

ANOVA Table in Regression Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	28.475	5	5.695		
Residual	25.423	335	0.076	75.046	.000 ^b
Total	53.898	340			

ANOVA in regression simply explain whether one of the independent variables significantly explain dependent variable. The findings revealed significant p-value indicating one of the independent variables significantly contributes towards dependent variable [DF_{5,335}=75.046, p<0.05].

Table 4. 10*R Square in Regression Analysis*

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.727 ^a	0.528	0.521	0.27548

R square is defined as the amount of variance can be explained by the predictors. In this study r square is reported 0.528 or in the percentage 52.8%. It indicated four predictors in this study contributed 52.8% shared variance in the dependent variable.

Table 4. 11*Coefficient in Regression Analysis*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.036	0.182		5.680	0.000
Feedback frequency	0.032	0.038	0.039	0.840	0.402
Credibility of feedback	0.147	0.047	0.180	3.133	0.002
Receptive capability of employee	0.160	0.041	0.204	3.880	0.000
Organizational culture and value	0.310	0.047	0.329	6.628	0.000
National culture and value	0.126	0.031	0.171	4.039	0.000

a. Dependent Variable: Employee Performance

The results of coefficient value show credibility of feedback [b=0.147, t=3.133, p<0.05], receptive capability of employee [b=0.16, t=3.88, p<0.05], organizational culture [b=0.310, t=6.628, p<0.05] and national culture [b=0.126, t=4.039, p<0.05] have significantly influence employee performance. Since p is less than 0.05, hence all the variables have significant relationship with the employees' performance. However, feedback frequency

[$b=0.032$, $t=0.840$, $p>0.05$] did not show significant relationship with the employees' performance since p is greater than 0.05.

According to beta coefficient, in every one-unit change in credibility of feedback provider, employees' performance is expected to be changed by 0.147 units. While in receptive capability of employee, the employees' performance is expected to change by 0.160 units, 0.310 units in organizational culture, and 0.126 units in national culture. Hence it was found that the receptive capability of employee (0.160) has the most significant relationship with the employees' performance, followed by credibility of feedback provider (0.147), organizational culture (0.310), and lastly national culture (0.126).

Table 4. 12

Summary of the Hypotheses

No.	Hypotheses Statement	Results
H1	Feedback frequency has significant positive impact on employee performance	Rejected
H2	Credibility of feedback has significant positive impact on employee performance	Accepted
H3	Receptive capability of employee has significant positive impact on employee performance	Accepted
H4	Organizational culture and value have significant positive impact on employee performance	Accepted
H5	Feedback frequency has significant positive impact on employee performance	Accepted

4.6 Chapter Summary

In summary, the study found that the degree of employees' performance in Celcom Axiata Bhd. is at high level. All the independent variables; which are feedback frequency, credibility of feedback, receptive capability of employee, organizational culture and national culture for an effective feedback conversation to influence the employees' performance also at high level.

Table 4. 13

Summary of Descriptive Analysis

Variable	Mean Score	Standard Deviation
Feedback frequency	4.35	0.635
Credibility of feedback provider	4.32	0.667
Receptive capability of employee	4.34	0.607
Organizational culture and value	4.37	0.585
National culture and value	4.12	0.708
Employee Performance	4.37	0.580

On the other hand, it was found that only credibility of feedback provider, receptive capability of employee, organizational culture, as well as national culture has significant positive impact on the employees' performance. Meanwhile, feedback frequency does not have any significant impact on the employees' performance. Thus, hypothesis 1 is rejected, and the other hypotheses are accepted. Also, it was found that the receptive capability of employee has the most significant relationship with the employees' performance, followed by credibility of feedback provider, organizational culture, and lastly national culture.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Chapter Overview

This chapter will discuss the overall research that has been done and its finding. Discussions in this chapter will overlook whether the objectives of the research have been achieved or not. Besides that, current chapter will discuss the implications and limitations of the research. In the last section, the researcher recommends several ideas to further similar study in future.

5.2 Research Discussion

This research aims to investigate the impact of feedback conversations on the employees' performance. A total of 5 predictors to the employees' performance were investigated. The variables are feedback frequency, credibility of feedback provider, receptive capability of employee, organizational culture, as well as national culture. Quantitative research approach has been utilized to conduct the study by distributing a set of questionnaires to a total of 341 employees in Celcom Axiata Bhd.

There are 5 objectives to be achieved in the study:

1. To identify the impact of feedback frequency on the subsequent performance of an employee in Celcom Axiata Berhad.

Descriptive analysis found that the feedback frequency has high impact on the employees' performance. However, inferential analysis found that there is no significant positive relationship between the feedback frequency and the employees' performance. It is found that no matter when the feedback is provided, it helps improving the employees'

performance. Hence, both the frequent feedback and yearly feedback give about the same impact on the employees' performance. Thus, hypothesis 1 is rejected.

2. To identify the impact of the feedback provider's credibility on the employees' performance in Celcom Axiata Berhad.

The study found that the credibility of feedback provider has a high impact on the employees' performance. The inferential analysis by using Multilinear Regression (MLR) test also found that there is a significant positive relationship between the feedback provider's credibility and the employees' performance in Celcom Axiata Berhad. The findings show that the credibility of a feedback provider is approved if he or she have more experiences than the feedback receiver, and must be working with the receiver for at least 6 months. Thus, hypothesis 2 is accepted. This finding is proved by Ridder et al. (2015) who mentioned that a credible feedback provider has the impact to reshape the recipients' behaviour, hence improving the performance.

3. To identify the impact of receptive capability of an employee on the employees' performance in Celcom Axiata Berhad.

According to the descriptive analysis, the receptive capability of an employee has high impact on the employees' performance in Celcom Axiata Berhad. Inferential analysis by using MLR test also found a significant positive relationship between the receptive capability of employee and the employees' performance. The employees need to accept the feedback conveyed to them with an open mind, whether it is positive or negative, so that it can helps for the performance improvement. Hence, hypothesis 3 is accepted. This finding has been supported by London and Smither (2012) that mentioned receptive capability of employee as the orientation in effective feedback.

4. To identify the impact of organizational values or culture on the employees' performance in Celcom Axiata Berhad.

The descriptive analysis that has been done found that the organizational culture has highly impacted the employees' performance. The regression analysis also found there is a significant positive relationship between the organizational culture and the employees' performance. The organizational culture discussed relating to the feedback conversations in this study is the culture of monitoring the feedback effectiveness. After conveying the feedback to the employees, the manager or supervisor needs to monitor the employees' improvement. By doing this, the employees will be more motivated to complete their assigned tasks, hence improving their working performance. Thus, hypothesis 4 is accepted. The finding has been supported by Sen (2017) who mentioned that for a feedback to be effective in improving the performance of the employees, the employees need to be monitored.

5. To identify the impact of national culture on the employees' performance in Celcom Axiata Berhad.

According to the research finding, it was found that the national culture has high impact on the employees' performance. The inferential analysis also found that there is a significant positive relationship between the national culture and the employees' performance. Regarding the national culture for the effectiveness of feedback conversations, this study discussed that the employees are more comfortable to receive feedback from manager or supervisor with the same national background, and understands their culture. Also, they prefer to receive the feedback in their mother tongue so that the feedback can be understood clearly. Thus, hypothesis 5 is accepted. The finding has been supported by MacDonald et al. (2013) who found that cultural background affects the receptive capability of an individual.

5.3 Research Implication

In summary, the implications of current research are divided into 3 categories:

i. Contribution to the knowledge.

This research has the purpose to investigate the impact of feedback conversations on the employees' performance. In the effort to make a research, 5 aspects of an effective feedback were studied and investigated including the feedback frequency, credibility of feedback provider, receptive capability of employee, organizational culture, as well as national culture. The researcher has made literature review on past studies from other researchers, as well as reviewing the related theories. Thus, this research has contributed a lot to the knowledge by adding literature and reference material regarding the impact of feedback conversations on the employees' performance.

ii. Theoretical Contribution.

This research has proved the factors of effective feedback conversations may influence the employees' performance. According to the study, credibility of feedback provider, receptive capability of employee, organizational culture, and national culture have significant impact on the employees' performance. Meanwhile, feedback frequency does not have any significant relationship with the employees' performance. Therefore, it can be concluded that current research is suitable to be a reference for any organizations to make a framework for the improvement of their employees' performance.

iii. Practical Contribution.

Organizations can utilize this study as a guide to create a team of employees with high performance. The high performing employees can be manifested by creating an effective feedback conversation and taking care all the details and aspects to make it effective.

5.4 Research Limitation

The biggest limitation of conducting this study is time constraint. Since the researcher need to complete this study within a particular time frame, in which it is less than a year, hence it is impossible for the researcher to do multiple analyses so that the finding can be more reliable. Besides that, the research conducted is most likely to produce biased research findings where respondents may need to keep confidential some information regarding their organization. Thus, a fair analysis may not be produced through this study. This study also does not compare the employees' performance between two different companies therefore the findings of the study are limited to one company only.

5.5 Research Recommendation

The research recommendation is divided into 2 categories:

- i. Recommendation for Organization

As an organization that aims to improve the work performance of the members in the organization by emphasizing the effectiveness of feedback conversations, the researcher suggested that the findings of the study be analysed in more depth. Each item constructed to analyse each aspect for an effective feedback needs to be researched, so that more relevant aspect of an effective feedback conversations can be found. Next, the

organization can create a framework for the feedback process, so that the effectiveness of the feedback can be ensured, and hence able to produce high performing employees.

ii. Recommendation for Future Research

This research uses quantitative research methods by distributing questionnaire to respondents. In future research, researchers can use both qualitative and quantitative research approach to conduct similar research. Qualitative research approach with in-depth interviews focused on group discussions can help researchers gain a better and deeper understanding of current issue. Through this method, researchers can collect unlimited information in the form of opinions. Thus, researchers can make new discoveries that are relevant to the issue. In addition, other statistical analysis can also be used to analyse the data collected. It can be a t-test where researchers can make job performance comparisons based on the respondents' gender, Pearson correlation analysis and many more. Researchers can also make comparisons of work performance between the employees of two different companies based of the feedback conversations conducted.

5.6 Conclusion

A feedback conversation is important to convey the information on the behaviour and attitude of an employee. It has been found that an effective feedback conversation able to influence the improvement of employees' performance. Every little details and aspects for the manifestation of effective feedback conversation need to be taken care of. It is important for the feedback provider to have credibility when giving feedback, and the employees also need to have high receptive capability so that they can receive the feedback in a positive attitude. Also, the organization need to develop a culture in which the effective for the feedback conveyed to the employees is monitored. This effort can make the employees feel motivated

thus improving their working performance. Also, a feedback is proved to be more effective when the people involve come from the same culture background, or understand each other culture. In conclusion, organization with high performing employees will be able to achieve its goals and objective faster, as well as be more at a competitive advantage and stay relevant in the industry.

In conclusion, the last chapter of this research study has thoroughly described the contribution of the study in perspective of knowledge, practitioner, policy, and methodology. Next, this chapter also highlighted the limitation of the study in the form of topical, subject, and methodological limitation. Finally, recommendation towards the organization, and future researchers were suggested as the stakeholders of this research.



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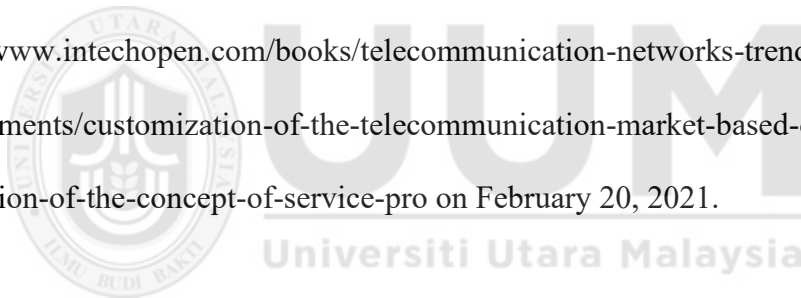
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APPENDICES

Appendix A: Ethical Consideration Form

ID:

My name is I/C number

I have agreed to join this survey titled **THE INFLUENCE OF FEEDBACK ON EMPLOYEE PERFORMANCE IN MALAYSIAN’S TELECOMMUNICATION COMPANY.**

I agree that my personal information and all statements made are used specifically for the purpose of this research. Other than that, I do not allow any information obtained from this questionnaire to be used for purposes other than this study.

Sincerely,

.....
Name:



Appendix B: Research Questionnaire

RESEARCH QUESTIONNAIRE

The Influence of Feedback on Employee Performance in Malaysian's Telecommunication Company

INSTRUCTION: Please tick (/) your answer in the right box.

SECTION A: DEMOGRAPHIC

1. Citizenship

Malaysian []

Non Malaysian []

2. Current position level

Non managerial []

Managerial []

3. Working period (current organization)

0-2 years []

6-10 years []

3-5 years []

11 years and above []

4. How would you prefer to provide feedback on job performance to your colleagues or manager?

Face-to-face and one-to-one []

Face-to-face, in a group []

Indirectly, in writing []

5. How would you prefer to receive feedback from your colleagues or manager?

Face-to-face and one-to-one []

Face-to-face, in a group []

Indirectly, in writing []

6. What is the frequency of feedback you receive from your manager?

Once in a year [] Regular basis []

2-4 times in a year [] Never []

7. What is the frequency of feedback you receive from your colleagues?

Once in a year [] Regular basis []

2-4 times in a year [] Never []

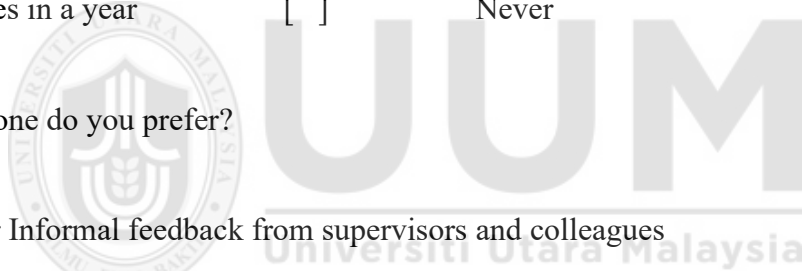
8. Which one do you prefer?

Regular Informal feedback from supervisors and colleagues []

Regular formal feedback from supervisor and colleagues 2-4 times in a year []

Yearly formal feedback during performance appraisal []

None of the above []



INSTRUCTION: Please read each statement carefully, determine the extent to which you agree to each statement by selecting the appropriate number to the right according to the following options and tick (/) your opinion in the space provided.

Strongly Agree (SA) – 5 Agree (A) – 4 Neutral (N) – 3
Disagree (D) - 2 Strongly Disagree (SD) - 1

SECTION B: EFFECTIVENESS OF FEEDBACK

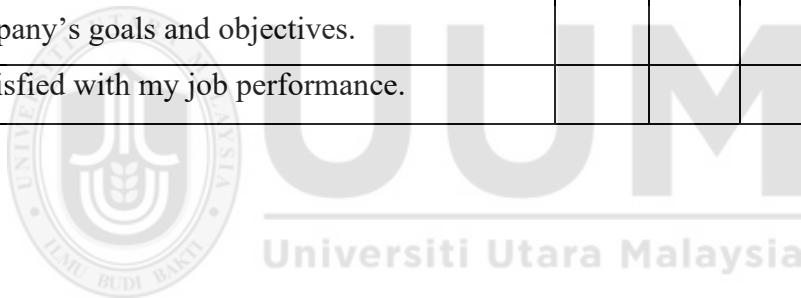
No.	Statement	Score				
		1	2	3	4	5
Feedback Frequency						
1	No matter when the feedback is provided, it helps improving my performance.					
2	There must be a specific time to provide or receive performance feedback.					
3	The regular feedback that can improve my performance is more helpful than feedback given once in a year.					
4	Naturally occurring feedback has a positive impact on the overall performance of an employee.					
Feedback Provider's Credibility						
1	My supervisor/manager must be more knowledgeable and experienced than me.					
2	If my supervisor/manager knows less than me, or has less experience than me, the feedback is not effective for my performance improvement.					
3	To fully understand my skills and knowledge, my supervisor/manager must work with me for a minimum of 6 months.					
4	The credibility of the feedback provider makes a difference in the impact on performance of an employee.					
Receptive Capability of Employee						

1	I agree with any feedback provided by my supervisor because I can see the negative consequences of disagreeing.					
2	I do not consider feedback for my development when I sense it is completely negative.					
3	I agree that feedback provided by my supervisor helps in my job performance					
4	Either negative or positive, both types of feedback equally help me to perform the job better.					
5	Receptive capability of an employee has positive impact on performance of an employee.					
Organizational Culture						
1	My supervisor/manager monitors my improvement to check for the effectiveness of feedback.					
2	I accept whatever the feedback conveyed to me since the effectiveness of feedback is monitored.					
3	I feel motivated and improve my performance if being monitored after receiving feedback.					
4	Recorded and evaluated feedbacks that are strategically aligned are more effective in improving job performance.					
5	The organization culture has positive impact on the effectiveness of feedback, and improves the employees' performance.					
National Culture						
1	I prefer to receive feedback in my own language so that I can understand more clearly.					
2	I feel comfortable receiving feedback from my supervisor/manager who has same national background with me.					
3	I feel comfortable receiving feedback from supervisor/manager who understands my culture.					

4	National culture influence the effectiveness of feedback conversation, hence improve the employees' performance.					
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SECTION C: THE EMPLOYEES' PERFORMANCE

No.	Statement	Score				
		1	2	3	4	5
1	I always submit assigned tasks before the deadline.					
2	I believe my completed tasks have met the expectations.					
3	I believe my working style is right and consistent.					
4	I believe my goals and objectives are in line with the company's goals and objectives.					
5	I am satisfied with my job performance.					



Appendix C: SPSS Analysis Output

Statistics

		CITIZENSHIP	POSITION	WP	FBONJP	FBONCO
N	Valid	341	341	341	341	341
	Missing	0	0	0	0	0

Statistics

		FBFREQUENT	PREFER
N	Valid	341	341
	Missing	0	0

Frequency Table

CITIZENSHIP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malaysian	324	95.0	95.0	95.0
	Non Malaysian	17	5.0	5.0	100.0
Total		341	100.0	100.0	

POSITION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Managerial	136	39.9	39.9	39.9
	Non managerial	205	60.1	60.1	100.0
Total		341	100.0	100.0	

WP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-2 Years	68	19.9	19.9	19.9
	3-5 Years	102	29.9	29.9	49.9
	6-10 Years	102	29.9	29.9	79.8
	Over 11 Years	69	20.2	20.2	100.0
	Total	341	100.0	100.0	

FBONJP

		Frequency	Percent	Valid Percent
Valid	Face to Face and one to one	136	39.9	39.9
	Face to face, in a group	68	19.9	19.9
	Indirectly, in writing	137	40.2	40.2
	Total	341	100.0	100.0

FBONJP

		Cumulative Percent
Valid	Face to Face and one to one	39.9
	Face to face, in a group	59.8
	Indirectly, in writing	100.0
	Total	

FBONCO

		Frequency	Percent	Valid Percent
Valid	Face to Face and one to one	165	48.4	48.4
	Face to face, in a group	43	12.6	12.6
	Indirectly, in writing	133	39.0	39.0
	Total	341	100.0	100.0

FBONCO

		Cumulative Percent
Valid	Face to Face and one to one	48.4
	Face to face, in a group	61.0
	Indirectly, in writing	100.0
	Total	

FBFREQUENT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once in a year	34	10.0	10.0	10.0
	2-4 times in a year	171	50.1	50.1	60.1
	Regular basis	136	39.9	39.9	100.0
	Total	341	100.0	100.0	

PREFER

		Frequency	Percent	Valid Percent
Valid	Regular informal feedback from SV and Colleagues	68	19.9	19.9
	Regular formal feedback from SV and Colleagues 2-4times in	102	29.9	29.9
	Yearly formal feedback during performance appraisal	171	50.1	50.1
	Total	341	100.0	100.0

PREFER

		Cumulative Percent
Valid	Regular informal feedback from SV and Colleagues	19.9
	Regular formal feedback from SV and Colleagues 2-4times in	49.9
	Yearly formal feedback during performance appraisal	100.0
	Total	

Frequencies

Statistics

		MEAN_FF	MEAN_CFP	MEAN_RCE	MEAN_OC	MEAN_NCV
N	Valid	341	341	341	341	341
	Missing	0	0	0	0	0
Mean		4.3526	4.2921	4.3416	4.3689	4.1151
Std. Deviation		.49045	.48926	.50824	.42354	.53939

Statistics

		MEAN_EP
N	Valid	341
	Missing	0
Mean		4.3683
Std. Deviation		.39815

Frequencies

Statistics

		MEAN_FF	MEAN_CFP	MEAN_RCE	MEAN_OC	MEAN_NCV
N	Valid	341	341	341	341	341
	Missing	0	0	0	0	0

Skewness	-.330	-.936	-1.482	-.580	-1.030
Std. Error of Skewness	.132	.132	.132	.132	.132
Kurtosis	-.444	1.869	1.284	1.490	1.892
Std. Error of Kurtosis	.263	.263	.263	.263	.263

Statistics

		MEAN_EP
N	Valid	341
	Missing	0
Skewness		-.959
Std. Error of Skewness		.132
Kurtosis		1.630
Std. Error of Kurtosis		.263

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	MEAN_NCV, MEAN_FF, MEAN_RCE, MEAN_OC, MEAN_CFP ^b	.	Enter

a. Dependent Variable: MEAN_EP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727 ^a	.528	.521	.27548

a. Predictors: (Constant), MEAN_NCV, MEAN_FF, MEAN_RCE, MEAN_OC, MEAN_CFP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F
1	Regression	28.475	5	5.695	75.046
	Residual	25.423	335	.076	
	Total	53.898	340		

ANOVA^a

Model		Sig.
1	Regression	.000 ^b
	Residual	
	Total	

a. Dependent Variable: MEAN_EP

b. Predictors: (Constant), MEAN_NCV, MEAN_FF, MEAN_RCE, MEAN_OC, MEAN_CFP

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	1.036	.182		5.680
	MEAN_FF	.032	.038	.039	.840
	MEAN_CFP	.147	.047	.180	3.133
	MEAN_RCE	.160	.041	.204	3.880
	MEAN_OC	.310	.047	.329	6.628
	MEAN_NCV	.126	.031	.171	4.039

Coefficients^a

Model		Sig.
1	(Constant)	.000
	MEAN_FF	.402
	MEAN_CFP	.002
	MEAN_RCE	.000
	MEAN_OC	.000
	MEAN_NCV	.000

a. Dependent Variable: MEAN_EP

