

Fostering Adaptive Employees: The Importance of Continuous Feedback in HR Development

Araya Kanchanapisek Warin, Didit Darmawan

King Mongkut's University of Technology Ladkrabang, Thailand,

Universitas Sunan Giri Surabaya, Indonesia

Email: dr.diditdarmawan@gmail.com

ABSTRACT – This research aims to examine the implementation strategies and organizational impact of continuous feedback systems as a critical component of HR development. Continuous feedback serves as a catalyst for employee growth and organizational success. This approach encourages a culture of open communication, allowing employees to receive real-time insights that enhance their performance and professional development. Key benefits of continuous feedback include employee empowerment, immediate performance adjustments, strengthened employee-manager relationships, and overall development. To implement continuous feedback, organizations need to establish a clear framework, conduct regular checks, and provide training for managers on effective feedback techniques. In conclusion, continuous feedback is essential for improving employee engagement, performance, and retention. By prioritizing this practice, organizations can create a work culture that supports individual and collective success.

Keywords: Continuous Feedback, Employee Development, HR Management, Performance Improvement, Work Culture, Engagement.

A. INTRODUCTION

In the ever-evolving digital era, employee adaptability is one of the key factors that determine organizational success. Adaptability is very important in an age of rapid change. Excellent employees are those who are able to adapt to change. According to Pulakos et al. (2000), the ability to adapt quickly to changes in the work environment and new technologies is a much-needed skill in today's job market. Rapid changes in technology and market dynamics require employees to have technical skills, and the ability to learn and adapt quickly. This shows that organizations must have employees who are able to transform according to the existing demands.

This phenomenon is further reinforced by a report from the World Economic Forum (2020) which states that 70% of current jobs will experience significant changes in the skills required in the next five years. As such, employees who cannot adapt to these changes risk losing relevance in the workplace. Adaptability relates to the ability to cope with change, and relates to proactivity in seeking out new opportunities and developing the necessary skills to meet emerging challenges. There is no place for employees who are passive without developing their potential and competencies. They must adapt to any changes especially related to the tasks in their work area.

Research by Choi et al. (2019) showed that employees who have high levels of adaptability tend to be more productive and have better job satisfaction. This shows that adaptability is beneficial for the organization, and for the employees themselves. Job security is guaranteed to be stronger with the adaptability of employees. Therefore, it is important for organizations to understand and develop factors that support employee adaptability in the face of rapid change in the digital era.

Job evaluation will be continuously carried out by the managerial party in order to monitor the development of work results and work quality. The feedback from the evaluation is the main determinant of managerial action towards the employee. Continuous feedback plays an important role in employee development, especially in terms of adaptability. According to London (2003), effective feedback can help employees understand their strengths and weaknesses, and provide direction for improvement. In a dynamic work environment, regular feedback allows employees to adjust to changing expectations and demands (Dahar & Mardikaningsih, 2022). This is crucial to ensure that employees remain relevant and competitive in the job market.

This phenomenon is even more relevant when considering that many organizations are now moving away from annual performance appraisal systems to a more continuous approach. According to DeNisi and Kluger (2000), feedback provided on an ongoing basis can improve employee motivation and performance. By providing consistent feedback, organizations can create a learning culture that supports the development of employee skills and knowledge (Oluwatoyin & Mardikaningsih, 2024). It also helps employees to feel more engaged and committed to their work.

However, challenges arise when feedback is not given in a constructive way. According to Stone and Heen (2014), many employees feel that the feedback they receive is not specific or relevant enough, which can hinder the development process. Therefore, it is important for organizations to understand how to provide effective and relevant feedback to support employee development. Without proper feedback, employees may not be able to identify areas that need improvement, which could ultimately hinder their ability to adapt to change.

In this literature review, there are two main issues as the objectives of the review. First, this review aims to explain what is meant by an adaptive employee. Understanding the characteristics and behaviors of employees who are able to adapt quickly to changes in the work environment is very important in today's dynamic organizations.

Furthermore, this review will also explore why continuous feedback is a crucial element in human resource development. Regular and constructive feedback can help employees understand their strengths and weaknesses and provide clear direction for improvement. Thus, this review aims to provide an understanding of the concept of adaptive employees, and to analyze the important role of continuous feedback in supporting effective and relevant HR development in the digital era.

B. METHOD

The approach used to examine the importance of continuous feedback in the development of adaptive employees in the digital era is a qualitative approach with a literature study method. This approach allows the author to collect and analyze various relevant sources of information from international journals and other academic publications. With this

approach, the author can explore the understanding of the characteristics of adaptive employees and the role of feedback in supporting human resource development.

The data sources used in this research include scholarly articles, research reports, and case studies related to employee adaptability and continuous feedback. The author will analyze the findings in the literature to identify relevant patterns, trends, and relationships between the two concepts. In this way, I hope to provide a comprehensive overview of how continuous feedback can contribute to the development of employees who are able to adapt quickly to change.

The data collection process is done by searching and selecting high-quality and relevant literature, which includes current research in the field of human resource management. The author will use academic databases such as Google Scholar, JSTOR, and ProQuest to find peer-reviewed articles.

After the data is collected, the author will conduct thematic analysis to identify the main themes that emerge from the literature studied. This analysis will assist the author in formulating conclusions and recommendations that can be drawn from this study. With a systematic and structured approach, it is hoped that this research can make a meaningful contribution to the understanding of the importance of continuous feedback in the development of adaptive employees in the digital era.

C. RESULTS AND DISCUSSION

Adaptive Employee Concept

Adaptive employees can be defined as individuals who have the ability to adjust to changes that occur in the work environment. In a dynamic organization, adaptive employees must be able to survive in changing situations, and be proactive in finding new solutions and opportunities. Adaptability includes the ability to learn from experience, change behavior, and develop new skills needed to face emerging challenges (Pulakos et al., 2000).

In the digital age, where change happens quickly and often unexpectedly, it is important for employees to have adaptability. Employees who cannot adapt to these changes risk losing relevance in the workplace. Adaptability relates to the ability to cope with change and proactivity in seeking out new opportunities and developing the necessary skills to deal with

emerging challenges. Therefore, an understanding of adaptive employees is crucial for human resource management in designing employee development strategies.

One of the key characteristics of adaptive employees is the ability to learn. Learning ability is the main demand of the changes and dynamics involved in organizational life. Employees who have high learning ability are able to absorb new information and apply it to their work. They learn from formal training, and from daily experiences and interactions with coworkers (Kolb, 1984). Adaptive employees are able to identify areas where they need to improve their skills and actively seek opportunities to learn.

Flexibility in the face of change is also an important characteristic of adaptive employees. Flexibility leads to the abandonment of idealism and rigidity of work with moral boundaries as a clear separator. Flexibility remains a key criterion of the job description. Flexible employees can quickly adjust to new situations and change their approach accordingly. This flexibility allows employees to overcome challenges and see change as an opportunity for growth and innovation (Judge & Bono, 2001). Adaptive employees are able to cope with difficult situations, and can contribute to the creation of innovative solutions.

Interpersonal skills are also one of the characteristics of adaptive employees. Working relationships are important and determine the success of the team. Employees who have good interpersonal skills are able to communicate effectively, work together in teams, and build positive relationships with coworkers. These skills are particularly important in a dynamic work environment, where collaboration and effective communication are becoming increasingly important (Goleman, 1998). Wulandari and Darmawan (2024) highlighted the importance of interpersonal skills and emotional intelligence in improving employee performance, especially in situations that require a positive response to constructive criticism. Adaptive employees often have the ability to listen well, provide constructive feedback, and resolve conflicts in productive ways.

Adaptive employees play a very important role in organizations, especially in the face of rapid change and complex challenges. Employees must be trained and accustomed to change. Organizations with adaptive employees are better able to innovate and respond quickly to market changes (Bessant & Tidd, 2011). Adaptive employees help organizations to survive difficult situations, and contribute to the

creation of a culture of innovation that supports long-term growth. By having adaptable employees, organizations can more easily implement changes and achieve their strategic goals.

Adaptive employees also contribute to increased job satisfaction and employee retention. Employees who have a high level of adaptability tend to be more satisfied with their jobs and are more likely to stay in the organization (Choi et al., 2019). Various factors that determine employee job satisfaction must always be considered. This shows that adaptability is beneficial for the organization, and for the employees themselves. By creating a work environment that supports the development of adaptive employees, organizations can increase employee loyalty and commitment, which in turn will have a positive impact on the overall performance of the organization.

Continuous Feedback in HR Development

Continuous feedback can be defined as a regular process of communication between managers and employees, where information about performance, behavior, and work outcomes is conveyed with the aim of improving individual and team performance. This process occurs during time-specific evaluations such as daily, monthly, yearly, and is ongoing, allowing employees to receive relevant and timely information about their performance. Continuous feedback serves as a tool for learning and development, helping employees understand their strengths and weaknesses in the context of the job.

Continuous feedback is also instrumental in creating an organizational culture that supports growth and innovation. By providing regular feedback, organizations can encourage employees to adapt to change and improve their skills. This is in line with research showing that consistently provided feedback can increase employee motivation and engagement, and create a more productive work environment (DeNisi & Kluger, 2000). In addition, Darmawan et al. (2020) emphasized that the quality of human resources is the foundation in creating feedback that is oriented towards improving employee performance and loyalty. Thus, continuous feedback is a key element in effective human resource development.

Feedback can be divided into two main types: formal feedback and informal feedback. Formal feedback is usually given in a structured context, such as in monthly performance

appraisals or scheduled evaluation sessions. Feedback is delivered based on pre-established criteria, and often involves detailed documentation of the employee's performance. Formal feedback provides an opportunity for managers to provide a comprehensive assessment and to discuss the employee's future development plans (London, 2003).

Informal feedback occurs in everyday situations and is not tied to a formal structure. This feedback can be given spontaneously, for example after completing a specific project or task. Informal feedback is often faster and more accessible, allowing employees to know immediately how they are performing and what needs improvement. Research shows that informal feedback can increase the speed of employees' learning and adaptation, as they receive relevant information in a timely manner (Stone & Heen, 2014). As such, both types of feedback have an important role to play in employee development.

An effective feedback process involves several key elements, including the frequency and timing of feedback. The frequency of feedback is critical to ensuring that employees receive relevant and timely information about their performance. Feedback provided on a regular basis allows employees to quickly identify areas for improvement and to make the necessary adjustments. Research shows that consistently provided feedback can improve employee performance and help them feel more engaged in their work (Kluger & DeNisi, 1996).

The timing of feedback is also an important factor in its effectiveness. Feedback given immediately after an action or behavior occurs tends to be more effective than feedback given after a longer period of time. This is because employees can more easily remember the context and situation in which the feedback was given so that they can better understand and apply the advice given (Hattie & Timperley, 2007). Therefore, it is important for managers to provide feedback at the right time to maximize its impact.

The way feedback is delivered also affects its effectiveness. Feedback should be delivered in a constructive and supportive manner so that employees feel valued and motivated to make improvements. After all, this is a form of development effort and positive behavior should continue to accompany any implementation of managerial policies. Using positive language and providing concrete

examples can help employees understand what is expected of them. In addition, it is important to create a safe and open atmosphere, where employees feel comfortable to receive feedback and discuss ways to improve their performance (Baker et al., 2018). With the right approach, feedback can be a very effective tool in human resource development.

The Relationship between Continuous Feedback and Employee Adaptability

Continuous feedback has a significant influence on employee performance. Research shows that regularly provided feedback can increase employee motivation and engagement, which in turn has a positive impact on their performance. Employees who receive constructive feedback tend to better understand the expectations expected of them and can adjust their behavior to achieve set goals (Kluger & DeNisi, 1996). Thus, continuous feedback serves as an effective tool to improve individual and team performance.

Timely and relevant feedback can help employees identify their strengths and weaknesses. When employees know the areas where they need to make improvements, they can take the necessary steps to improve their skills and performance. Research shows that consistently given feedback can improve employees' work outcomes and help them reach their full potential (Hattie & Timperley, 2007). Therefore, the relationship between continuous feedback and employee performance is crucial to understand when it comes to human resource development. The challenges in this application are increasingly complex in the Industry 4.0 era, as stated by Oluwatoyin and Mardikaningsih (2024), where the sustainability of human resource development requires a more adaptive approach to changing technology and employee expectations.

Continuous feedback serves as an important tool for employee learning and improvement. Through feedback, employees can gain valuable insights into how they can improve their performance. Constructive feedback provides clear and specific information regarding what has been done well and what needs to be improved (London, 2003). As such, employees can use this information to develop new skills and improve their effectiveness on the job.

A learning process supported by continuous feedback also creates an organizational culture that supports innovation and adaptability.

When employees feel that they can learn from mistakes and receive positive feedback, they are more likely to take risks and try new approaches in their work (Stone & Heen, 2014). This creates an environment where employees feel safe to experiment and innovate, which further enhances their ability to adapt to changes that occur in the work environment. In addition, a study by Lestari and Mardikaningsih (2020) showed that supportive leadership behavior and a conducive work climate can strengthen employees' trust and involvement in receiving and providing continuous feedback.

One practical example of the relationship between continuous feedback and employee adaptability can be seen in the employee development program of a leading technology company. The company implemented a 360-degree feedback system, where employees receive feedback from their superiors, peers, and subordinates. With this approach, employees gain a broader perspective on their performance and areas for improvement (Baker et al., 2018). Dahar and Mardikaningsih (2022) highlighted the importance of fair compensation and a conducive work environment to support the sustainability of feedback, given that both factors can influence employees' level of receptiveness to constructive criticism and motivated engagement. As a result, employees feel more engaged and motivated to improve their skills, which contributes to improved overall team performance.

Another example can be found in training programs at customer service companies. In this program, employees receive feedback directly after interactions with customers. This feedback includes both positive aspects and areas for improvement, allowing employees to immediately implement the suggestions in their next interaction (Choi et al., 2019). In this way, employees learn from their experiences, and can adapt quickly to customer needs and expectations, which is crucial in a competitive industry.

Challenges in Continuous Feedback Implementation

The implementation of continuous feedback in organizations faces significant challenges. One of the main challenges is creating a work environment that supports effective two-way communication. According to research by Arifin and Mardikaningsih (2021), the success of this implementation is highly dependent on a

positive organizational climate. A supportive organizational climate can increase employees' openness to feedback, resulting in improved performance. Another challenge lies in leadership involvement and consistency in providing feedback. Handayani and Khairi (2022) showed that quality of work life and leadership style have a significant impact on employee performance, including in terms of how feedback is provided. Furthermore, Irfan (2022) revealed that work discipline, motivation, and leadership style are key elements that influence the effectiveness of feedback provided. Jannah and Mardikaningsih (2023) also noted the importance of bureaucratic efficiency strategies to support the implementation of structured feedback.

In addition to work environment and leadership factors, employee engagement is also a challenge in implementing continuous feedback. Quality of work life and work experience also play an important role, as suggested by Eddine and Darmawan (2023), where effective knowledge management can increase employee commitment to the learning process. Rojak and Darmawan (2022) underline that the quality of work life and the development of employee self-efficacy are important elements that must be considered so that the feedback process can be received constructively and have an impact on significant performance improvement.

One of the main challenges in implementing continuous feedback is resistance from employees to the feedback itself. Many employees feel uncomfortable or defensive when receiving feedback, especially if the feedback is perceived as negative or critical. Research shows that this discomfort is often caused by fear of judgment or negative consequences that may arise from the feedback received (Stone & Heen, 2014). When employees feel threatened, they tend to reject feedback and ignore the information provided, which ultimately hinders the learning and development process.

Resistance to feedback can also arise from a lack of trust between managers and employees. If employees feel that the feedback is not objective or fair, they may resist accepting and applying the feedback (London, 2003). In situations like this, it is important for managers to build strong and trusting relationships with employees so that feedback can be better received. Without

trust, efforts to provide continuous feedback will face significant barriers.

Limitations in organizational culture also pose challenges to the implementation of continuous feedback. Organizational cultures that do not support open communication and feedback can hinder this process. In organizations where hierarchies are very rigid and communication tends to be one-way, employees may feel uncomfortable giving or receiving feedback (Schein, 2010). Such a culture can create an environment where feedback is perceived as a threat rather than as a tool for development.

In addition, if the organization does not have values that support continuous learning and improvement, employees may not see the importance of feedback. Research shows that an organizational culture that encourages innovation and learning from mistakes can increase the acceptance of feedback (Edmondson, 1999). Therefore, it is important for organizations to create a culture that supports continuous feedback so that employees feel safe and motivated to engage in the process.

To overcome the challenge of resistance to feedback, organizations need to develop effective strategies for delivering feedback. One approach that can be used is to provide feedback in a positive and constructive context. By emphasizing development and improvement, employees will be more likely to accept feedback with an open attitude (Hattie & Timperley, 2007). In addition, involving employees in the feedback process, such as asking them to provide input on how they would like to receive feedback, can increase their sense of ownership and engagement.

Regarding limitations in organizational culture, it is important for management to actively build a culture that supports continuous feedback. This can be done by educating employees about the importance of feedback and how it can contribute to their personal and professional development (Edmondson, 1999). In addition, creating forums or platforms where employees can share experiences and learn from each other can also help build a more open and feedback-supportive culture. With these steps, organizations can overcome existing challenges and facilitate more effective implementation of continuous feedback.

D. CONCLUSIONS

This review highlights the importance of continuous feedback in human resource

development and employee adaptability. Regularly provided feedback improves individual performance, and serves as a learning tool that allows employees to identify their strengths and weaknesses. While the benefits are significant, challenges such as resistance to feedback and limitations in organizational culture can hinder effective implementation.

These findings have important implications for human resource management. Management needs to design programs that support continuous feedback and create an organizational culture that encourages open communication. By building trust between managers and employees, organizations can increase feedback receptivity and employee engagement, which will further positively impact overall performance.

Based on the findings and implications that have been discussed, several recommendations for sustainable feedback practices can be proposed. First, organizations should adopt a structured and systematic approach to feedback, including the use of both formal and informal feedback. Formal feedback, such as monthly or annual performance appraisals, should be balanced with informal feedback provided in a direct and timely manner.

Secondly, it is important to involve employees in the feedback process. Organizations can solicit input from employees on how they would like to receive feedback and create forums where employees can share experiences and learn from each other. This way, employees will feel more involved and have a sense of ownership of the feedback process.

Third, management should provide training to employees and managers on how to give and receive feedback effectively. This training can include good communication techniques, how to give constructive feedback, and how to overcome resistance to feedback. With these steps, organizations can increase the effectiveness of continuous feedback and support the development of adaptive, high-performing employees.

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