THE ROLE OF FEEDBACK IN BUILDING DIALOGUE CULTURE OF A CHEMICAL ENTERPRISE

Anna SZELIGA-DUCHNOWSKA[1*], Ewa WILCZEWSKA[2]

[1] Faculty of Finance and Management in Wroclaw WSB University; anna.szeliga-duchnowska@wsb.opole.pl, ORCID: 0000-0001-8893-4964

[2] Chair of Logistics and Marketing, Institute of Management and Quality Studies, Faculty of Economics, University of Opole; ewa.wilczewska@uni.opole.pl, ORCID: 0000-0002-2925-371X

* Correspondence author

Purpose: Verification of the hypothesis that process feedback is one of the key tools supporting managers in effective management through communication.

Design/methodology/approach: The aim of the survey is to indicate the actual indicators of the functioning and effectiveness of process feedback in the workplace. The survey started on September 13, 2022. until October 15, 2022. The research was carried out using a questionnaire that was available on Google Drive in the form manager. The research questionnaire contained 37 questions.

Findings: The assumed hypothesis has been confirmed. Based on the research, it was found that the ability to work with feedback requires significant improvement. Employees' expectations towards managerial competences in this area are not reality, which means that the management, despite knowing the rules of the feedback, leaves too much space for intuitive actions.

Research limitations/implications: The research was carried out in one of chemical companies, which agreed to condusct the research but reserved anonymity. It is recommended to conduct research in the analyzed topic with the wider scope, as well as covering other industries.

Practical implications: It is recommended to implement process feedback in organizations in chemical enterprises, combined with training of managerial staff and their subordinates.

Originality/value: The research proves that although feedback is one of the key tool supporting managers, only the process approach to feedback supports effective management by communication. The series of specific actions, as an organized and logical process, involves the sender and the recipient equally.

Keywords: process feedback, dialogue, management tools.

Category of the paper: Research paper.

1. Introduction

Communication accompanies people from birth. The main idea of communication is effectively reach our interlocutor with the message. Gestures and words help us understand and define the surrounding world, express our opinion, signal expectations, argue needs. We usually enter adult life using the language of communication freely, choosing words appropriate to the situation (e.g.: Yeomans, FitzPatrick, 2017; Hedenbro, Rydelius, 2019; Dewhurst, FitzPatrick, 2019; Stewart, 2020; Yue, Men, Ferguson, 2021).

However, for many people communication remains only an intuitive tool for transmitting and receiving information. Thanks to this tool, the sender can provide new information or expand his thoughts on the topic under discussion. And although intuition very often suggests the correct forms of communication, there is a risk that was intriguingly described by GB Shaw in the statement that "the biggest problem in communication is the illusion that it happened". This observation seems to be particularly worth paying attention to in business areas, because the risk of contaminating the information flow may turn out to be very costly for the organization (Montague-Jones, 2010).

The process of communication in business relations is a sequence of cause-and-effect events observed in the framework of human resource management (Berger, 2008). In order to avoid the aforementioned risk, an effective flow of information should have an objective and motivating influence on the actions of employees. Consequently, it should lead to the expected profits, both in the form of visible results of teamwork and clearly noticeable progress in the individual development of employees (Dewhurst, FitzPatrick, 2019).

In order to obtain the best results in this area, managers use, inter alia, feedback as a development tool for planning activities and accounting for employees for entrusted tasks (e.g.: Baker, Perreault, Reid, Blanchard, 2013; Mulder, Ellinger, 2013; Greve, Gaba, 2017). However, the observation of the work of teams in many organizations shows that the effectiveness of human potential management, using popular models of feedback often fails. More insightful analyzes indicate disruptions in the consequences of feedback work and contamination in the fluidity of information flow (Besieux, 2017). Therefore, what are the causes of is the result of inadequate and ineffective feedback management? Where is the source of misunderstandings in the communication between the manager and the employee? What key factors should be taken into account to make feedback a profitable management tool?

This publication is an attempt to verify the hypothesis regarding feedback as one of the main element of the culture of dialogue in the organizations with a chemical profil. The issue of publication is based on the analysis of process feedback effects as a tool supporting managers, e.g. team leaders in chemical companies, in building communication strategies in organizations and in managing human potential. The aim of the study is to indicate the need to use feedback as an important activity in the manager's work with employees.

2. Literature review

2.1. The role of feedback in the communication process

Nowadays, human resource management indicates the advanced influence of a person and his ability to manage himself and relations in the business environment on the results achieved by an employee as an individual. As a consequence, we can observe how the efficiency of an employee affects the results of the entire enterprise. After all, in business people are the most important. Relationships based on the high value of information flow are the foundation for the proper functioning and development of the organization (Keashly, Neuman, 2009).

Currently, the successes of companies are largely measured by the effectiveness and efficiency of interpersonal communication (Dewhurst, FitzPatrick, 2019). However, it is necessary to point out the differences between the information models that function in the company's communication channels. Management by communication is a set of all processes, based on the exchange of information, important from two perspective of company management: the implementation of business plans and building the company's strategy. Interpersonal communication enables the exchange of opinions and views, engaging both, the experiences and emotions of the participants in the dialogue (e.g.: Wilczewska, 2019; Dewhurst, FitzPatrick 2019; Stewart, 2020). It can be done from the level of regular messages, issued instructions, as well as advanced feedback. Messages and instructions are necessary tools thanks to which employees learn about the company's assumptions, they know what are set targets and they also learn about the specificity of the tasks delegated to them. And what's more, they know the methods of verifying their activities, as well as the rules of settlements and employee evaluation indicators. On the other hand, feedback from the supervisor is a very important element of the information flow, supporting the shaping of the employee's attitude and its development. It is a prerequisite for successful goal settings and also allows to verify the course of action on the path of implementation (McShane, 2006).

Recent years were full of emphasizing the special importance of feedback for the efficiency and effectiveness of employees in organizations. Currently, feedback seems to be a main tool in effective management through communication, and as the results of the Human Engineering Laboratory study show, communication is a focal point in the dialogue between managers and members of their teams, because it takes up 75% of manager's working time (Wilczewska, 2019).

2.2. A management style based on the culture of dialogue

Management by communication supports the organizational culture of dialogue (e.g. Baker, 1980; Amann, Khan, 2011). On the other hand, shaping the culture of dialogue is a process fully dependent on all persons participating in the flow of information. The complexity of the personality and diversity of employee experiences, as well as the need to integrate these factors

into teamwork, may prove to be a big challenge for many of them. The synergy of activities, despite the possible high efficiency, requires from employees a huge commitment, both active and emotional, as well as openness to acceptance or constructive analysis of opposing perspectives. The manager who leads and supports the team is not only a leader and a liaison (interpersonal roles), or an observer and propagator (information roles), but also an entrepreneur and negotiator who reacts and counteracts possible disruptions (decision-making roles) (Pocztowski, 2008). The culture of dialogue is therefore a process created in cooperation between the manager and subordinates. However, it is the manager who acts as a moderator of the actions taken and the course of this process. The effects of these activities will be noticeable both, as part of the development of personnel structures and the implementation of the organization's business strategy (e.g.: Schein, 1993; Hofstede, 2000; Fairhurst, Connaught, 2014; Sułkowski, 2020).

2.3. Elements of shaping the culture of dialogue

The literature on the subject focuses on organizational culture as a desirable factor supporting the achievement of the company's strategic goals (e.g.: Schein, 1993; Hofstede, 2000; Sułkowski, 2020). It devotes less attention to the culture of dialogue, which is an integral part of a full organizational culture.

As Pocztowski (2008) notes, an important aspect of human resource management are managerial skills, understood as the behavior of leaders towards subordinates. Among the six main competences he mentions, based on the analyzes by Stephen Robbins, all of the following have a direct impact on shaping the culture of dialogue:

- the ability to monitor changes and take appropriate responses,
- the ability to build and maintain relationships while carrying out tasks,
- the ability to communicate and transfer information efficiently,
- the ability to arrange a climate of mutual inspiration, serving the development of the entire team,
- the ability to release sources of motivation and manage conflicts,
- the ability to responsibly engage in decisions made.

The listed skills are the foundation of the standards of working with the team. Effective use of the possessed competences allows at the same time to define the framework of business relations, in accordance with the essence of coherent values. Regardless of the differences in character, personality, temperament or the level of emotional intelligence, it is important for team members to implement their different experiences in the company's activities, while adhering to common values. Thanks to this, the achievement of strategic assumptions of the company is based on multiple perspectives in case studies, striving for a common goal, in accordance with business ethics and the policy of cooperation and relations in the company.

Active listening and creative thinking skills are also important factors supporting a culture of dialogue (Shein, 1993). This means not only paying attention to the fact that the employee expresses his opinions, but also showing interest in his point of view, entering into a dialogue on differences of views, without judgment, and characterized by curiosity and openness. Covey (2005) using a cognitive experience experiment, involving different interpretations of the same image, points to the need to break the usual patterns. This allows to look at the same issues from different perspectives. He also points out that everything can be subject to many interpretations, and understanding communication based on listening helps to reach agreement. This is an important guideline for those managers who are still closer to autocratic management and who focus only on creating conditions for achieving high work results (Pocztowski, 2008).

According to Covey (2005), the source of ineffective communication is semantics, because people define words differently. Therefore, active listening is crucial, based on asking and clarifying information, which will allow to determine the meaning of a given word in the transmission of information. This observation is confirmed by numerous authors, incl. Kahneman (2012) or Nęcki (2000, 2013), suggesting that complicated language should be avoided whenever it possible. Thanks to this, the person communicating the information is perceived as credible and intelligent.

The openness and curiosity of others, as well as the simplicity of language, are also consistent with the assumptions of the transactional analysis created by the American psychiatrist Eric Berne (Stewart, Joines, 2018). The assumptions of AT concern: human nature, relations with the environment, style of communication and the perception of changes in the environment. They constitute a specific starting point for open communication, which is a crucial element in the culture of dialogue. The main values in the transactional analysis are presented in the table (Table 1).

Table 1.
Assumptions of the Transaction Analysis

Assumptions of the Transaction Analysis	
People are ok	I consider people equal I have respect for others I avoid taking a dominant position I adhere to the principle that there are no better or worse people, and that each of us has his own dignity and value
People are capable of thinking	I do not consider myself to be a person who knows better than others I believe that everyone has the right to their point of view I believe that people can draw conclusions that are right for themselves I adhere to the principle that people draw inspiration, knowledge and skills to benefit from it
People decide their destiny and have the right to change their decisions	I know people have the right to make decisions about changes I know that decisions made can be changed I remember that people have the right to act autonomously, deciding on their plans and changes

Source: own study based on the literature: Stewart, Joines, 2018, p. 8.

As the authors of the publication, Stewart and Joines (2018) explain, the intention of Eric Berne was to draw attention to the acceptance of the person, which does not mean accepting behavior when it deviates from established social norms or specific values. In team communication, it also means being open to the employee's perspective in expressing views, recognizing the right to express a different opinion, but also the manager's right and obligation to react to the employee's actions, if they distract him from the tasks entrusted to him, are inconsistent with the company's vision, disrupt the work of other team members or have a negative effect on the results of work (Sinickas, 2006).

2.4. Responsibility in the culture of dialogue

The elements shaping the culture of dialogue significantly affect both the efficiency of work and its atmosphere. A tool supporting effective management through communication is transparent communication, sensitive to the elimination of contamination. The awareness of the existence of communication noises in the flow of information (Nęcki, 2000, 2013) allows to diagnose unwanted stimuli and to control the recipient's reactions to the received message.

Bearing in mind that the sender encodes the content of the message in words, intonation, style of communication and body language, and the recipient decodes the received message, interprets and reacts, it is worth considering which side of interpersonal communication is responsible for the transparent flow of information. In order to provide a reliable answer, the concept of communication noise should be defined. This is an open catalog of confounding factors. Interestingly, a clear message can be contaminated not only by physical noise, such as screaming, inappropriate ambient temperature, poor well-being, or uncomfortable conditions in which dialogue is conducted. The transparency of communication is also significantly influenced by factors derived from the source of the relationship between the sender and the recipient and the emotions associated with them.

It used to be assumed that a manager takes responsibility for the effectiveness of communication in the team. It seems obvious, because manager's role is to delegate tasks, coordinate the process of implementation, and as a result summarize, present conclusions and account for the results of the team's work. Meanwhile, the communication process takes place in a closed loop. Therefore, neither party should ignore signals that raise doubts as to the clarity of the message and the properties of the reception, and, consequently, may lead to disturbance of the communication value. Such action is contrary to the idea of a culture of dialogue. This means that the responsibility for the process of interpersonal communication refers to both sides of the dialogue, and each side is responsible for their position. Information gains value when the sender and recipient are equally involved in the well-thought-out content of the exchanged messages, when they take care of the ethics of the word and if they present a high level of emotional intelligence.

The same approach is presented by Lindemann and Heim (2016). The new approach to communication is defined by them, as constructive communication based on cooperation and trust (e.g.: Miller, 2006; Keashly, Neuman, 2009; Burke, 2010; Ellis, 2012). In their opinion, this type of communication is dedicated to both superiors and subordinates who, having a choice between the individual responsibility of each person and top-down human resource management, definitely prefer the first approach. The language of constructive communication is understandable and action-oriented. As a result, it the needs of all parties involved in the conversation, taking care of the quality of contact. On the other hand, achieving better interpersonal contact improves communication between people and increases work efficiency, regardless of what the conversation is about.

The culture of dialogue in the organization is the foundation on which the attitudes of employees and managers are created, that allow:

- work in an atmosphere of mutual respect,
- be consistent in actions, aiming at a clearly defined goal,
- prevent destructive conflict situations,
- solve problems in an atmosphere of understanding,
- openly accept other people's perspective,
- avoid working in chaos,
- eliminate errors resulting from misunderstandings.

Such activities are conducive to building long-term relationships in the company, reduce stress and help to cross borders in the search for valuable solutions (McShane, 2006). Thus, these activities contribute to achieving the intended effects and achieving the goals set in the organization's strategy.

2.5. Development and essence of the feedback culture

The culture of dialogue in an organization will not function properly if there is no important link, which is feedback. The basic definition of feedback in an organization usually refers to the space in interpersonal communication, oscillating between the sender (manager) and the recipient (employee).

Research, dating back to 1979 (Fisher, 1979), indicates the need for a source of knowledge from which employees can obtain information about the desired way of performing their duties, which is then reflected in work motivation, management by goals and evaluation of effectiveness.

The essence of the feedback is to identify the employee's potential, develop the selected talent, as well as diagnose competency gaps, search for valuable solutions and correct actions, thanks to which employees can fully use their capabilities and constantly develop.

Spreitzer and Porath (2020) shows how measurable benefits are brought by work based on the employee's potential. The researchers invited over 1.2 thousand employees from various industries, performing both mental and physical functions, to check to what extent the potential of employees influences the effects of their work. The collected material clearly indicated higher results in those employees who used their capabilities to the full. Interestingly, the differences were respectively 16 percent in the group of white-collar workers and as much as 27 percent in the case of blue-collar workers.

Performance Feedback Culture Drivers Business Impact, a study conducted in contemporary organizations as part of a joint project Institiute for Corporate Performance and Center for Effective Organizations (Ledford, Schneider, 2018; Chandler, Grealish, 2020) showed that the implementation of a feedback culture had the most significant impact on the increase in results. The conclusions from the study indicate an increase in the development of a feedback culture as a result of managers' actions in the field of effective evaluation of results, by providing a good example with their behavior, consistent and diverse communication, providing training support, as well as monitoring the course of tasks and openness to recognition and reward for properly performed work. Moreover, the conclusions of the study (Ledford, Schneider, 2018) indicate that apart from the positive consequences in terms of personnel structures, a developed culture of feedback exerts a strong influence on the financial success of enterprises. Moreover, the feedback culture turns out to be more effective than performance management techniques. Performance management supported by a feedback culture brings tangible results.

The cited research shows, that feedback influences the attitude of the employee. Therefore, it is also important to define the responsibility for the structure and content of the feedback, analogically to the responsibility for the culture of dialogue. I should be detailed that the value of the feedback and the style of the message (manager's responsibility), commitment to perceiving the value resulting from the feedback (employee responsibility) and cooperation of both parties to the dialogue in implementation of the transferred value are important. A feedback culture built in such a way shapes effective management through communication (Wilczewska, 2019).

The feedback culture is noticeably a tool that supports managers in effective team management, and employees in the effective performance of their professional duties. Therefore, it is worth considering the results of the survey research, which will explain how to strengthen the formation of a feedback culture and how to work with feedback brings the greatest results.

3. Methods

In accordance with the assumption that the research goal should be a research method, which in turn should be the simplest path to achieve this goal, the universal method of the survey in question was chosen, based on the statistical population (general population) (Klepacki, 2009). The survey started on September 13, 2022. until October 15, 2022.

Having a list of the e-mail addresses in the researched company, emploing 216 emploees, madfe available for the purposes of the study, a link to the online questionnaire was sent to all of them. The survay was voluntary and anonymous. As a result of using this method, the questionnaire was successfully completed and sent by 168 people, which is 78% of the research sample.

The study, which is the subject of this publication, is aimed at indicating the practical version of the functionality of feedback in business, based on the experience of respondents. There are beliefs about which we are almost sure, such as the fact that feedback is ubiquitous today, much is said about it, it is part of managerial training, so it is probably applied and brings the intended effects. However, in order to be able to fully believe this belief, which is based on this stage of the considerations about the "reality of the contract", it is also necessary to approach the "contract of experience" and thus base the claim on both logic and empirical evidence (Babbie, 2004). There are also beliefs in which practice is at odds with theory.

The aim of the survey is to indicate the actual indicators of the functioning and effectiveness of process feedback in the workplace.

An attempt was made to verify the hypothesis regarding feedback as one of the key elements of the culture of dialogue in the of a chemical company.

4. Results and discussion

4.1. Characteristics of the respondents participating in the study

Both, managers and regular employees were invited to participate in the study. It is an intentional activity aimed at identifying similarities and / or differences with regard to the actual functioning of feedback in the workplace, from two perspectives - the employee and the manager.

168 respondents accepted the invitation to the survey, of whom 60.7% were women and 39.3% men. This means that 102 women and 66 men took part in the study, which is Figureically presented in figure (Figure 1).
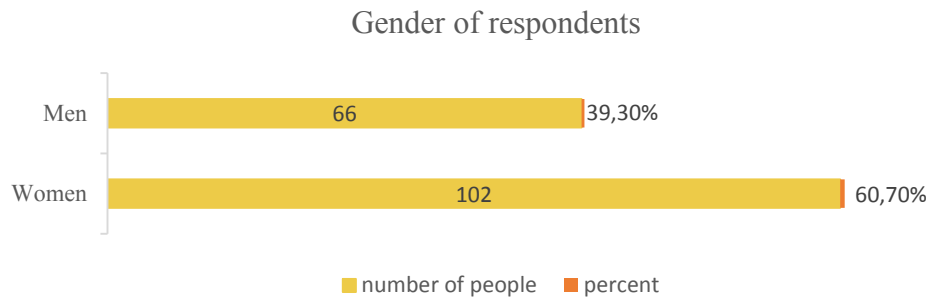
Gender of respondents

Figure 1. The size and sex of the studied population.

Source: Own elaboration based on the conducted research.

The age group of respondents participating in the survey oscillated between 20 and over 51 years of age, without the upper limit being indicated.

The analysis of the age range (Figure 2) shows that the most frequent opinions were expressed by people aged 41 to 50 years (59 people, 35.12%). Slightly less, 51 people (30.36%) are between 31 and 40 years old. The invitation to the study was also accepted by people aged 20-30, in the number of 31 (18.45%) and respondents over 50, who were recorded in the number of 27 people (16.07%).
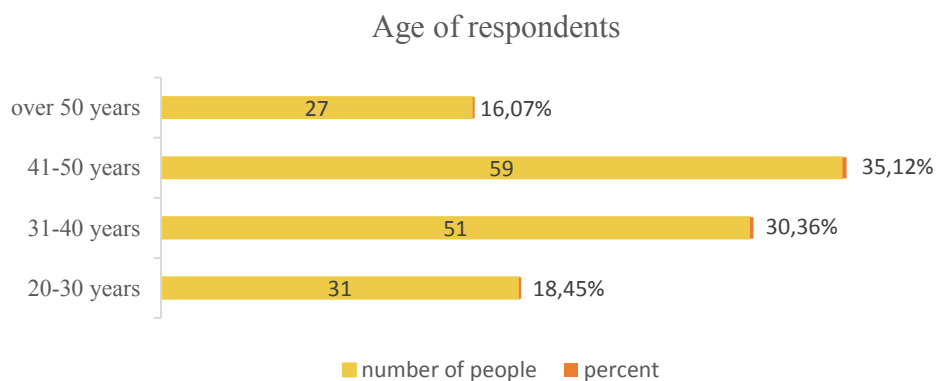
Age of respondents

Figure 1. Age of respondents.

Source: Own elaboration based on the conducted research.

The vast majority of respondents are people with higher education (141 people, which is as much as 83.93%), including bachelor's degrees and completed postgraduate and doctoral studies. 27 respondents (16.07%) are people with secondary education. Figure 3 presents the proportions of education among the surveyed respondents.
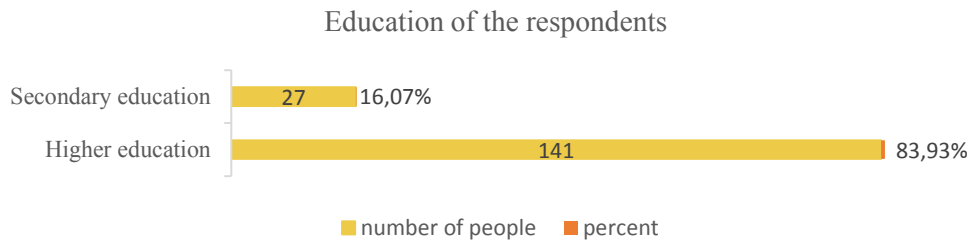
Education of the respondents

Figure 2. Education of the respondents.

Source: Own elaboration based on the conducted research.

In line with the fundamental principle of social research ethics, the respondents were invited to the study, having complete freedom to choose to be present in it (voluntary participation) (Babbie, 2004).

This action also prevented submissions that would not add value to the study.

4.2. Analysis of key roles and effects of feedback as a management support tool through communication

One of the important factors having a direct impact on the effectiveness of feedback is the attitude of superiors and subordinates they adopt in the flow of communication. Almost 71.5% (120 people) of the respondents who expressed their opinion rightly expressed the belief that both sides of communication, manager and the employee, are responsible for feedback. According to 45 people (26.7%), this responsibility, as well as the effectiveness of the team, lies on the manager's side. Figure 4 presents all statements of the respondents on this subject.
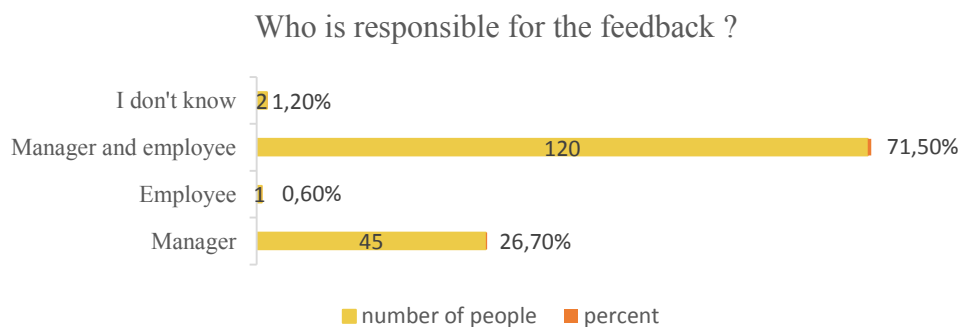
Who is responsible for the feedback ?

Figure 4. Responsibility for feedback according to the respondents**.**

Source: Own elaboration based on the conducted research.

The approach to divide the responsibility for the effectiveness of feedback into both sides of the communication is the right approach. Therefore, the awareness of almost of ¾ respondents in this respect is encouraging.

It should be remembered that despite the shared responsibility, the superior most often initiates the feedback flow process. Therefore, it is worrying that as many as half of the respondents ascribed to managers the lack of ability to provide motivating feedback.

Meanwhile, almost 60% of the respondents stated that their superiors were unable to adapt the communication of the employee's work analysis to the model of his personality.

These are very important indicators, especially since the respondents indicated the function of motivating feedback as one of the most important (indicated by 107 people, i.e. 63.7%), right after the function supporting the development and efficiency of the employee (indicating 116 people, 69.04%). Meanwhile, there are various patterns of appreciating and analyzing the subordinate's mistakes, thanks to which the feedback, despite the elements of criticism contained in it, does not show symptoms of demotivation. Figure 5 shows all the key roles that respondents believe feedback should fulfill.
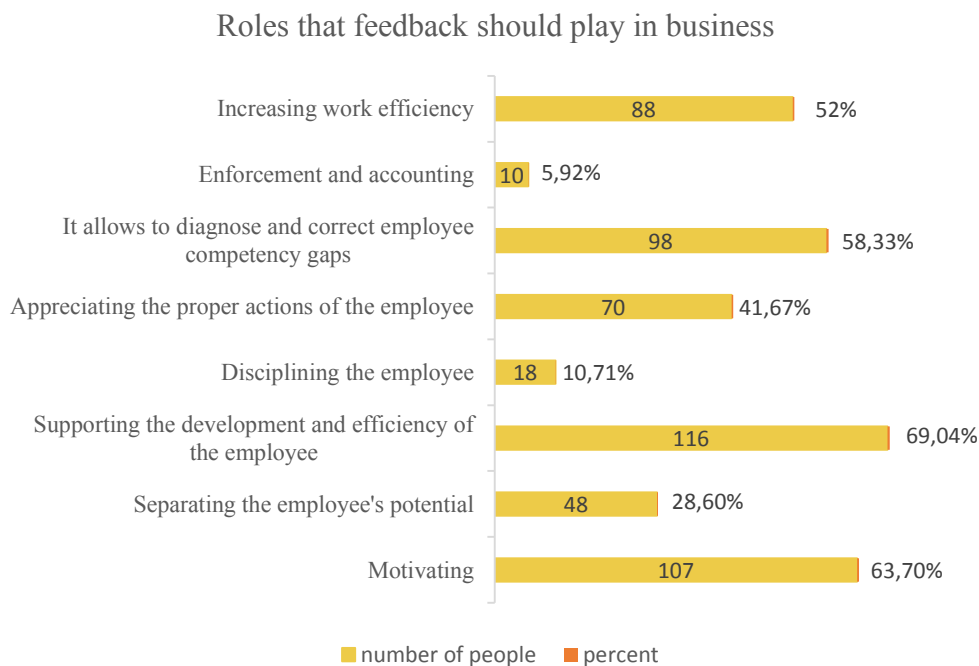
Roles that feedback should play in business

Figure 3. The roles that all respondents believe should be played by feedback in the workplace.

Source: Own elaboration based on the conducted research.

Interesting conclusions are also provided by the analysis, which shows that employees don't emphasize the need to strengthen their potential, but it is important for them to support their development and efficiency (69,05%), although both factors (potential and efficiency) seem to be inseparable. This result may indicate too strong focus on efficiency. According to regular employees, an important function of feedback is also motivating (63,69%). This is logical, because the respondents indicated equally high openness to diagnosing and correcting competence gaps (58,33%). Feedback functions relevant to the employees are presented in Figure 6.
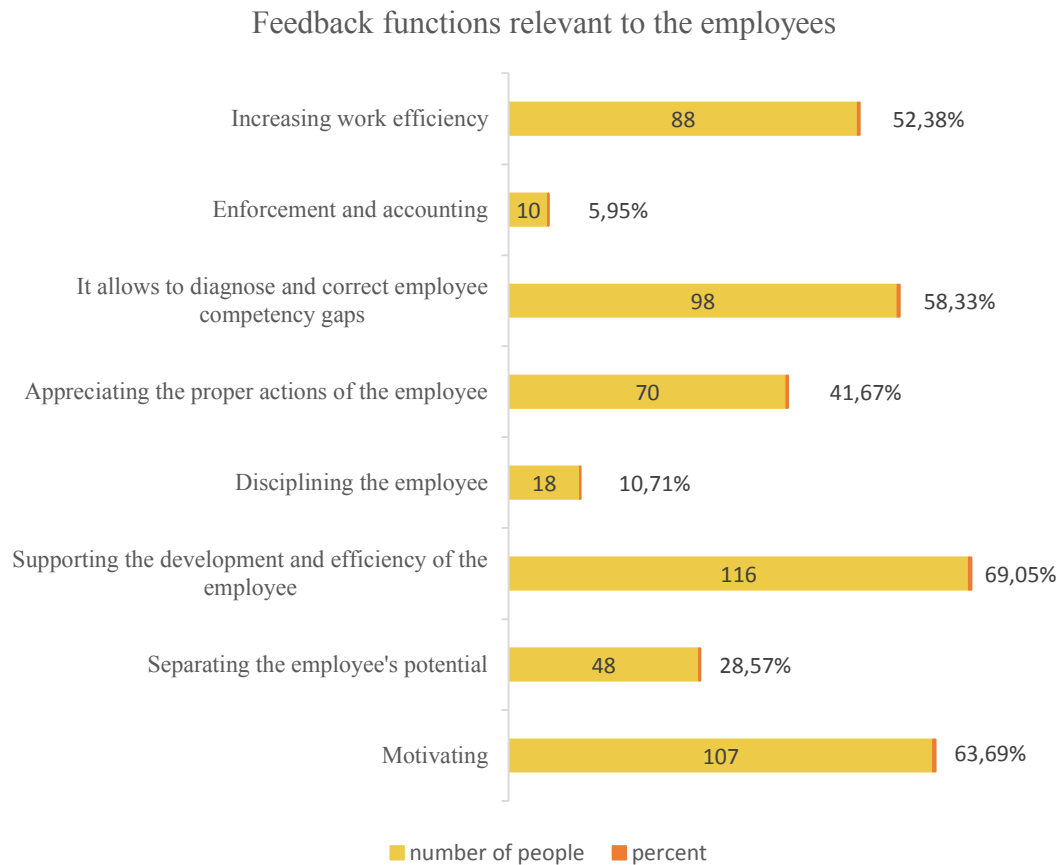
Feedback functions relevant to the employees

Figure 6. The ratio of the feedback functions relevant to the employees.

Source: Own elaboration based on the conducted research.

The respondents participating in the research (apart from indicating the role that, according to them, feedback should play in the organization) also had the opportunity to comment on the effects of effective feedback in business. The question about the effects was asked in two configurations, in relation to the expectations of respondents in working with feedback and in relation to the actual results in this area. In addition to increasing the effectiveness of the entire team, as indicated by 118 people (70%), the respondents also confirmed the increase in employee effectiveness (111 people, 66.07%), but also noticed the value in increasing trust in the company (104 votes, 61.9%) and in improving the relationship between the superior and the subordinate - almost 44% (73 votes) (Figure 7).
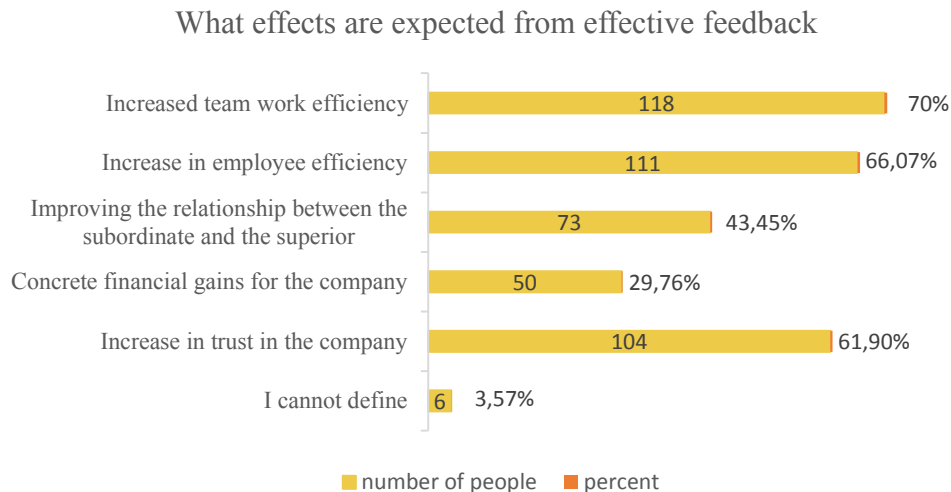
What effects are expected from effective feedback

	number of people	percent
Increased team work efficiency	118	70%
Increase in employee efficiency	111	66,07%
Improving the relationship between the subordinate and the superior	73	43,45%
Concrete financial gains for the company	50	29,76%
Increase in trust in the company	104	61,90%
I cannot define	6	3,57%

■ number of people ■ percent

Figure 7. The respondents' expectations regarding the effects of effective feedback.

Source: Own elaboration based on the conducted research.

In the light of these expectations, it seems reasonable to verify the facts. As can be seen in Figure 8, unfortunately the feedback currently occurring in the organizations represented by the respondents does not bring the intended results.
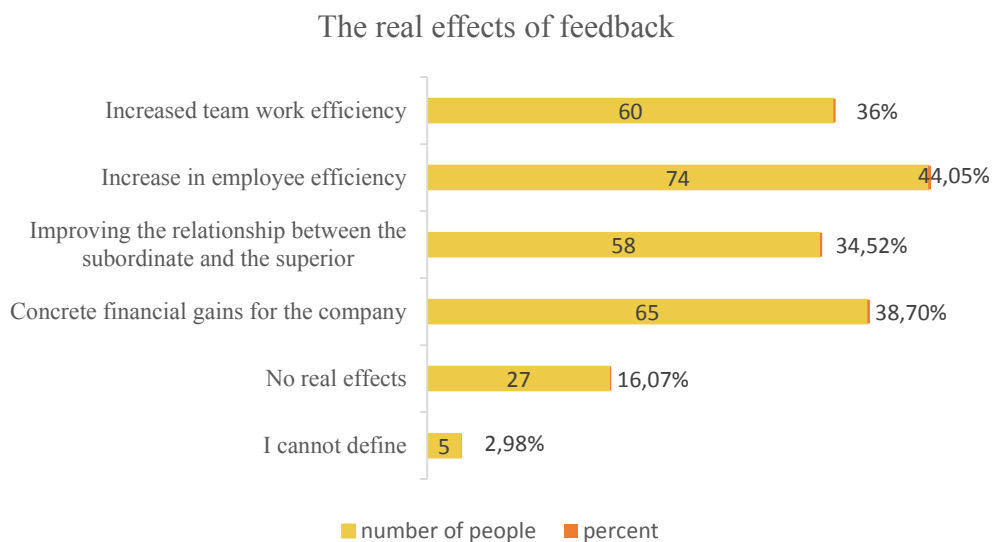
The real effects of feedback

	number of people	percent
Increased team work efficiency	60	36%
Increase in employee efficiency	74	44,05%
Improving the relationship between the subordinate and the superior	58	34,52%
Concrete financial gains for the company	65	38,70%
No real effects	27	16,07%
I cannot define	5	2,98%

■ number of people ■ percent

Figure 4. The actual effects of feedback, according to the survey respondents.

Source: Own elaboration based on the conducted research.

The expectations are particularly different from the reality with regard to the increase in the efficiency of the team's work, where a difference can be seen in the decrease by half of the votes cast (from 70% to 36%). All other assumptions also fell. It is worth noting that in terms of actual effects, the respondents didn't comment on trust in the company at all, which was one of the most important expectations. The lost percentage points from the higher indicators typed in the expectations created a new element regarding the lack of actually noticeable effects in reality (27 people, 16.07%).

It is wondering, what may be the reason for the discrepancy between expectations and business reality. Perhaps the reasons should be sought in very irregular meetings, during which managers analyze on the basis of feedback. Respondents were asked to provide additional information about the frequency of such meetings in their enterprise (Figure 9).
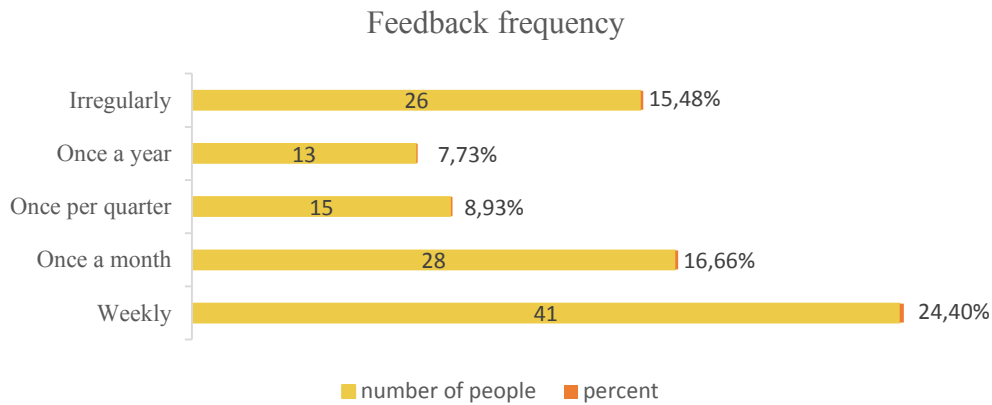
Feedback frequency

Category	number of people	percent
Irregularly	26	15,48%
Once a year	13	7,73%
Once per quarter	15	8,93%
Once a month	28	16,66%
Weekly	41	24,40%

■ number of people ■ percent

Figure 5. The frequency of providing feedback in the organizations represented by the respondents. Source: Own elaboration based on the conducted research.

The Figure shows that only less than a quarter of them observe the systematic, weekly practice of working with feedback in their organization, less than half of the monthly practice. In other cases, feedback is given very rarely and / or irregularly.

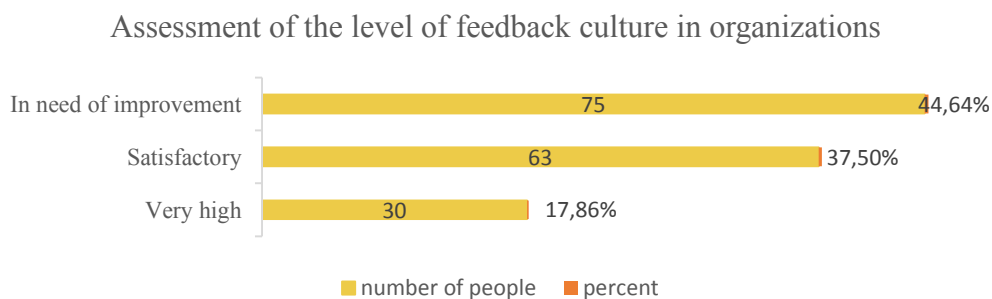Respondents were also asked to assess the level of feedback culture in their enterprise (Figure 10).

Assessment of the level of feedback culture in organizations

Category	number of people	percent
In need of improvement	75	44,64%
Satisfactory	63	37,50%
Very high	30	17,86%

■ number of people ■ percent

Figure 6. Assessment of the level of feedback culture in organizations according to the respondents. Source: Own elaboration based on the conducted research.

When analyzing the data presented in Figure 7-9 in particular, it is not surprising that almost 45% of respondents believe that the level of feedback culture in their enterprise requires improvement (Figure 10).

5. Conclusions

At the beginning of this study, the words of GB Shaw, who used to say that "the biggest problem in communication is the illusion that it happened" were quoted. These words refer to the risk of contamination in the flow of information in business. Does the analysis of the functionality of feedback in the workplace confirm the existence of such a risk? Based on the conducted research, can we unequivocally state that managers effectively use feedback as a development tool for human potential management? Have the research confirmed the hypothesis that feedback is one of the key elements of the culture of dialogue in an organization? And finally, is the actual process approach to feedback, according to the interested parties, a desired practice supporting effective management by communication?

Certainly, the issues presented in this study do not cover the entirety of such an extensive issue as the importance of feedback in team management, building a communication strategy and implementing business goals with it. The more difficult this task is that in the subject literature, the feedback seems to be only a minor supplement to the subject of management. The more interesting, however, that feedback is still a niche issue, somewhat left to the intuitive course, which allows you to explore areas where there is still a lot to be discovered, despite the popularity and prevalence of the concept of feedback itself.

The assumed hypothesis that process feedback is one of the key tools supporting managers in effective management by communication has been confirmed. However, based on the research conducted, it was found that the ability to work with feedback requires significant improvement. It is interesting that the expectations of employees towards managerial competences in this area are not reality, which means that the management staff, despite knowing the rules of the feedback, leaves too much space for intuitive actions. This in turn creates room for contamination in the information flow. On the other hand, the openness of both sides of communication, subordinates and superiors to changes in the area of feedback management is optimistic. This is confirmed by the awareness of the mutual responsibility for the effectiveness of the feedback information.

Summing up, the study clearly indicated that process feedback is a desirable tool, but its effectiveness requires raising managerial competences in terms of its provision and enforcement in a way that does not disturb the employee's motivation. We all function more effectively when we are cyclically supported by positive energy and constructive analysis of activities, encouraging further development. This is the right approach to eliminate the illusion that you are a toy car that can be winded up to run until the spring is unscrewed (Adair, 2000).

The authors hope that the collected materials will encourage the implementation of feedback in terms of processes, and thus allow the development of a culture of dialogue in the surveyed enterprise and in enterprises from other industries whose management staff, after reading this study, will notice the importance of implementing and using process feedback in the structures of their company.

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