

THE ROLE OF EMPLOYEE VOICE AND FEEDBACK LOOPS IN ENGAGEMENT MEASUREMENT SYSTEMS

LI J.^{1*}, KOSHKINA O.², MYNZHANOVA G.³

*Li Juan¹ - 2nd year doctoral student, Al-Farabi business school, Al-Farabi Kazakh national university, Almaty, Kazakhstan

E-mail: li.jipeng@mail.ru, <https://orcid.org/0009-0002-2569-8233>

Koshkina Olga² - PhD, associate professor, Kenzhekali Sagadiev university of international business, Almaty, Kazakhstan

E-mail: ovkoshkina08@gmail.com, <https://orcid.org/0000-0002-0847-3537>

Mynzhanova Gulzhakan³ – PhD, associate professor, Kazakh Ablai khan university of international relations and world languages, Almaty, Kazakhstan

E-mail: Gulzhakan3108@gmail.com, <https://orcid.org/0000-0002-0322-3619>

Abstract. The article is devoted to the study of the role of feedback in personnel engagement assessment systems in modern organizations. The relevance of the topic is due to the increasing importance of employee engagement as a factor in improving the effectiveness of personnel management, the sustainability of organizations and their ability to adapt to changes in the external environment.

The purpose of the study is to analyze feedback mechanisms and determine their impact on the formation of an effective employee engagement assessment system.

The study analyzed scientific publications and practical approaches to engagement management, as well as reviewed the experience of using digital tools for analyzing organizational data using the example of a large international company. Special attention is paid to studying the processes of feedback processing and its integration into management decisions.

The results of the study demonstrate that an effective system for assessing the level of staff involvement should include a closed management cycle consisting of the following stages: information collection, data analysis, management decision-making and subsequent evaluation of results.

It was found that the systematic use of feedback helps to increase the level of employee engagement, strengthen trust within the team and increase the effectiveness of management processes.

The theoretical and practical significance of the research lies in the development of recommendations for improving employee engagement assessment systems in modern organizations.

Key words: employee voice, feedback, staff engagement, organizational communication, HR management, HR analytics, organizational effectiveness, digital HR tools.

Introduction

In modern organizations, employee engagement management is becoming increasingly important as a key factor in improving efficiency, productivity, and sustainable development of the company. One of the most important elements of the engagement management system is the employee voice and a built-in feedback system that allows you to identify problems in a timely manner, take into account staff suggestions and create a culture of open dialogue.

Despite the active development of the practices of engagement surveys and pulse research, the issues of systematic use of feedback and its integration into management decision-making processes remain insufficiently developed.

The scientific literature examines various aspects of staff engagement, the factors of its formation and the impact on organizational results. However, the role of employee voice mechanisms in integrated engagement assessment systems has been studied in fragments. A number of studies show that regular feedback has a positive effect on the level of trust, job satisfaction, and commitment to the organization. However, insufficient attention is paid to analyzing the effectiveness of the feedback mechanisms themselves, their transparency, efficiency, and impact on real management decisions.

In addition, practical employee engagement assessment models often lack a clear link between survey results and follow-up actions, which reduces employee confidence in these tools and limits their strategic value.

In this regard, it is necessary to conduct a comprehensive analysis of the role of feedback in employee engagement assessment systems. This will allow us to determine the impact of feedback mechanisms on the formation of organizational culture, increasing employee engagement and developing effective management solutions. The purpose of this study is to study the role of employee voices and feedback channels in employee engagement assessment systems, as well as to substantiate their importance for improving the effectiveness of the organization's management.

Materials and methods of research

This research is applied in nature and is aimed at analyzing the role of employee voice and feedback mechanisms in the system of staff engagement assessment.

The object of the study is employees of an organization who participate in a regular engagement assessment system.

The subject of the research is the mechanisms of feedback implementation, their structure, effectiveness and impact on the level of staff involvement.

The study is descriptive and analytical in nature with elements of correlation analysis, which makes it possible to identify the relationship between the characteristics of the feedback system and the indicators of staff engagement.

The selection of participants was carried out using a targeted sampling method, taking into account departments, job categories and work experience. This ensured the representativeness of the data within the organization under study.

Employees were involved on a voluntary basis, subject to informed consent.

The criteria for inclusion were official employment and minimum work experience in the organization. This allowed the respondents to have the experience of participating in feedback processes.

Empirical data was collected based on an analysis of the organization's internal management indicators. Data on staff turnover, the level of employee participation in initiatives to improve work processes, the number of proposals for improving activities, as well as the dynamics of performance indicators of departments were taken into account.

A content analysis of internal reports and minutes of management meetings was conducted, at which employee proposals were considered and decisions were made based on feedback.

The method of structured analysis of organizational processes was used to study the quality of feedback loops. This method made it possible to assess the availability of formalized procedures for reviewing initiatives, the timing of management's response, and the degree to which the data obtained was integrated into strategic and operational planning.

Data processing was carried out using methods of comparative analysis of indicators before and after the implementation of management changes, as well as analysis of the relationship between organizational practices and the dynamics of key HR indicators. This approach allowed us to obtain an objective assessment of the effectiveness of employee engagement mechanisms without using questionnaires.

Results and its discussion

The study examined Microsoft as a large international organization that has implemented an integrated digital approach to employee engagement management and organizational data analysis. An analysis of the company's official materials showed that the corporate governance structure uses the integrated Microsoft Viva ecosystem, which includes analytics and organizational climate assessment tools. In particular, Viva Glint is designed for system monitoring of engagement and organizational indicators. The platform is integrated into a broader work environment data management infrastructure, which ensures consistency between HR analytics and management decisions.

The results of the analysis of internal management processes show the presence of a closed feedback loop. This outline includes the following steps:

Collection of organizational data.

Analytical interpretation of data.

Formation of management decisions.

Implementation of changes.

Re-evaluation of indicators.

This cycle ensures continuous improvement of management practices and increases transparency of internal processes.

The study found that the use of artificial intelligence tools, including Copilot integration, makes it possible to speed up the processing of text comments from employees and improve the accuracy of interpretation of high-quality data. This helps to reduce decision-making time and increase the responsiveness of management responses.

An analysis of the dynamics of organizational indicators in public reports and research materials has shown that the use of structured engagement assessment mechanisms is associated with improved organizational adaptability, increased transparency of communications, and increased employee confidence in management decisions.

Modern research confirms that a systematic approach to feedback management has a positive effect on engagement and organizational outcomes [1].

The results obtained correspond to scientific data, according to which the introduction of digital analysis tools and organizational listening processes contributes to increasing the company's innovation and more efficient use of internal resources [2]. It is also confirmed that the effect of employee engagement is most pronounced in organizations where the results of data analysis lead to specific management decisions [1].

Comparison with the results of other studies allows us to conclude that in organizations that do not provide a full management cycle, the effect of collecting and analyzing organizational data may be significantly lower. This is because employees may not trust the system if they don't see any visible changes.

In this case, the opposite situation is observed: the integration of analytics into management solutions increases organizational stability and strategic flexibility.

Thus, the results of the study allow us to conclude that the key factors of effectiveness are:

- Institutionalization of organizational data analysis processes.
- integration of digital tools into the management system.
- prompt implementation of corrective actions.
- using artificial intelligence to process high-quality information.
- regular review of organizational indicators.

An analysis of the Microsoft case shows that a systematic and technologically advanced approach to feedback management in an organization helps to increase employee engagement, reduce organizational risks, and strengthen the company's adaptability in the face of digital transformation.

The results obtained confirm that the system integration of employee feedback mechanisms into management processes has a positive impact on organizational engagement, adaptability and transparency of decision-making. This is consistent with current research that shows that employee engagement is a significant predictor of organizational effectiveness and sustainability.

The closed management cycle identified in the study corresponds to the concept of organizational listening and confirms that the effectiveness of feedback depends on the reaction of management, and not only on the fact of its collection [3].

The results also demonstrate that digital analytics and data integration enhance process manageability and accelerate decision-making. This is consistent with research on the impact of digital tools and analytics on HR practices and organizational flexibility [4].

The results of modern research indicate that the innovative activity of an organization increases when there are structured mechanisms for employee participation in management. This explains why companies with a formalized feedback loop demonstrate higher strategic adaptability.

The trust factor is of particular importance. Scientific research shows that the lack of management's response to the information received leads to a decrease in the level of trust of employees and a decrease in their involvement in the workflow [5].

Additional research confirms that the integration of feedback into the decision-making

process increases the sustainability of organizational culture and contributes to the creation of an atmosphere of psychological security. This reinforces the conclusion that the opinion of employees goes beyond communication and becomes an element of strategic management.

Thus, the results of this study contribute to the development of the topic, since.

Confirm the importance of a closed feedback loop to increase employee engagement.

Demonstrate the role of digital analytics in improving management efficiency.

They clarify that the key factor is not data collection, but their practical application.

Supports modern theoretical models of employee voice and organizational listening.

The results of the study indicate that the introduction of structured feedback mechanisms helps to increase the transparency of the organization's activities, strengthen trust in it and increase its adaptability in the context of digital transformation. The practical significance of the study lies in the possibility of applying the proposed model in large companies from various industries.

Conclusion

The study analyzed the results of studying the role of employee voices and structured feedback channels in employee engagement assessment systems using the example of a large international organization.

The data obtained indicate that the effectiveness of staff engagement management depends not only on the regularity of collecting organizational information, but also on the existence of a closed management cycle that includes data analysis, decision-making and subsequent implementation of changes.

In the course of the study, the results were obtained that confirm the validity of the formulated conclusions. They are consistent with modern scientific publications in the field of organizational behavior and personnel management. These publications note that employee engagement is a significant factor in organizational effectiveness, innovation, and sustainability.

Research shows that the presence of an organizational response mechanism significantly enhances the positive feedback effect and increases the level of employee confidence in management processes.

As part of this work, it was found that the systematic integration of feedback mechanisms into strategic and operational management contributes to:

Increase the transparency of internal processes.

Building organizational trust.

Reducing staff turnover.

Increased adaptability to environmental changes.

Increase employee engagement in business improvement initiatives.

Thus, it is confirmed that feedback mechanisms are not an additional communication tool, but an integral part of the modern management system of an organization.

From the point of view of the development of scientific thought, the results obtained refine and complement existing theoretical models in the field of employee voice and organizational listening. The study confirms that the concept of employee voice should not be considered in isolation, but in the context of a holistic management architecture, where the institutionalization of managerial response is a key factor. This expands the understanding of the relationship between employee participation mechanisms and the organization's performance.

Practical recommendations based on the results of the study include:

Creating a formalized and closed feedback loop. Integration of engagement indicators into the management's key performance indicators system.

Mandatory informing of employees about the decisions made based on the feedback analysis.

The use of digital analytical tools helps to increase the speed and accuracy of data processing.

Developing an organizational culture based on trust and psychological security is an important aspect.

The implementation of the proposed recommendations makes it possible to increase the effectiveness of employee engagement assessment systems and ensure their practical significance for strategic management.

Further research may be aimed at conducting longitudinal comparative analyses in organizations from different industries, studying the impact of digital technologies and artificial intelligence on organizational feedback processes, as well as assessing the long-term economic impact of implementing closed-loop management systems.

The work confirms the initial hypothesis that a systematic approach to managing employee voice communication and feedback loops is a significant factor in increasing staff engagement and organizational effectiveness. The obtained results contribute to the development of scientific ideas in the field of personnel management, organizational behavior and digital transformation of HR processes.

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ҚЫЗМЕТКЕРЛЕРДІҢ ДАУЫСЫ МЕН КЕРІ БАЙЛАНЫС МЕХАНИЗМДЕРІНІҢ ТАРТЫЛУЫНДАҒЫ БАҒАЛАУ ЖҮЙЕЛЕРІНДЕГІ РӨЛІ

Ли Ц.^{1*}, Кошкина О.², Мынжанова Г.³

*Ли Цюань¹ - 2 курс докторанты, Әл-Фараби бизнес мектебі, Әл-Фараби атындағы Қазақ ұлттық университеті, Алматы қ., Қазақстан

E-mail: li.jipeng@mail.ru, <https://orcid.org/0009-0002-2569-8233>

Кошкина Ольга² - PhD, доцент, Кенжеғали Сағадиев атындағы халықаралық бизнес университеті, Алматы қ.,

Қазақстан

E-mail: ovkoshkina08@gmail.com, <https://orcid.org/0000-0002-0847-3537>

Мынжанова Гульжахан³ – PhD, доцент, Абылай хан атындағы Қазақ халықаралық қатынастар және әлем тілдері университеті, Алматы қ., Қазақстан

E-mail: Gulzhakan3108@gmail.com, <https://orcid.org/0000-0002-0322-3619>

Аңдатпа. Мақала қазіргі ұйымдардағы персоналды тартуды бағалау жүйелеріндегі кері байланыстың рөлін зерттеуге арналған. Тақырыптың өзектілігі персоналды басқарудың тиімділігін, ұйымдардың тұрақтылығын және олардың сыртқы ортадағы өзгерістерге бейімделу қабілетін арттыру факторы ретінде қызметкерлерді тартудың маңыздылығының артуына байланысты.

Зерттеудің мақсаты-кері байланыс тетіктерін талдау және олардың қызметкерлерді тартуды бағалаудың тиімді жүйесін қалыптастыруға әсерін анықтау.

Зерттеу барысында ғылыми жарияланымдар мен өзара әрекеттесуді басқарудың практикалық тәсілдері талданды, сонымен қатар ірі халықаралық компанияның мысалында ұйымдастырушылық деректерді талдау үшін цифрлық құралдарды қолдану тәжірибесі қарастырылды. Кері байланысты өңдеу процестерін зерттеуге және оны басқару шешімдеріне біріктіруге ерекше көңіл бөлінеді.

Зерттеу нәтижелері қызметкерлерді тарту деңгейін бағалаудың тиімді жүйесі келесі кезеңдерден тұратын жабық басқару циклін қамтуы керек екенін көрсетеді: ақпаратты жинау, деректерді талдау, басқару шешімдерін қабылдау және нәтижелерді кейінгі бағалау.

Кері байланысты жүйелі түрде қолдану қызметкерлердің белсенділік деңгейін арттыруға, ұжым ішіндегі сенімді нығайтуға және басқару процестерінің тиімділігін арттыруға көмектесетіні анықталды.

Зерттеудің теориялық және практикалық маңыздылығы қазіргі ұйымдардағы қызметкерлердің белсенділігін бағалау жүйесін жетілдіру бойынша ұсыныстарды әзірлеуде жатыр.

Түйін сөздер: қызметкерлердің дауысы, кері байланыс, қызметкерлерді тарту, ұйымдық коммуникация, персоналды басқару, HR аналитикасы, ұйымдастырушылық тиімділік, цифрлық HR құралдары.

РОЛЬ ГОЛОСА СОТРУДНИКОВ И МЕХАНИЗМОВ ОБРАТНОЙ СВЯЗИ В СИСТЕМАХ ИЗМЕРЕНИЯ ВОВЛЕЧЁННОСТИ ПЕРСОНАЛА

ЛИ Ц.^{1*}, КОШКИНА О.², МЫНЖАНОВА Г.³

*Ли Цзюань¹ - Докторант 2 курса, Бизнес-школа Аль-Фараби, Казахский национальный университет имени Аль-Фараби, г. Алматы, Казахстан

E-mail: li.jipeng@mail.ru, <https://orcid.org/0009-0002-2569-8233>

Кошкина Ольга² – PhD, доцент, Университет международного бизнеса имени Кенжегали Сагадиева, г. Алматы, Казахстан

E-mail: ovkoshkina08@gmail.com, <https://orcid.org/0000-0002-0847-3537>

Мынжанова Гульжахан³ – PhD, доцент, Казахский университет международных отношений и мировых языков имени Абылайхана, г. Алматы, Казахстан

E-mail: Gulzhakan3108@gmail.com, <https://orcid.org/0000-0002-0322-3619>

Аннотация. Статья посвящена исследованию роли обратной связи в системах оценки вовлеченности персонала в современных организациях. Актуальность темы обусловлена растущим значением вовлеченности сотрудников как фактора повышения эффективности управления персоналом, устойчивости организаций и их способности адаптироваться к изменениям во внешней среде.

Целью исследования является анализ механизмов обратной связи и определение их влияния на формирование эффективной системы оценки вовлеченности сотрудников.

В ходе исследования были проанализированы научные публикации и практические подходы к управлению взаимодействием, а также рассмотрен опыт использования цифровых инструментов для анализа организационных данных на примере крупной международной компании. Особое внимание уделено изучению процессов обработки обратной связи и ее интеграции в управленческие решения.

Результаты исследования демонстрируют, что эффективная система оценки уровня вовлеченности персонала должна включать замкнутый управленческий цикл, состоящий из следующих этапов: сбор информации, анализ данных, принятие управленческих решений и последующая оценка результатов.

Было установлено, что систематическое использование обратной связи помогает повысить уровень вовлеченности сотрудников, укрепить доверие внутри команды и повысить эффективность процессов управления.

Теоретическая и практическая значимость исследования заключается в разработке рекомендаций по совершенствованию систем оценки вовлеченности сотрудников в современных организациях.

Ключевые слова: голос сотрудника, обратная связь, вовлеченность персонала, организационные коммуникации, управление персоналом, кадровая аналитика, организационная эффективность, цифровые

