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ONLINE TOOLS IN PROVIDING FEEDBACK IN MANAGEMENT

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Abstract. The article deals with the issue of online tools in providing feedback in management in today's dynamic environment. The article aims to study the use of modern online services for the organization of feedback in management and identify opportunities for their wider use. It is investigated that the application of the concept of feedback has a broad functional field: in the public sphere for the establishment of public feedback from the public; in the field of business - to determine the needs and levels of customer and consumer satisfaction; in general, in the production and services sectors to conduct research and improve the level of implementation of their main processes. It is established that by providing feedback, employees can receive information that will help them improve their tasks, reduce uncertainty and explore prospects for new tasks, as well as develop a sense of responsibility in employees. One of the most common forms of feedback is a survey, which collects information about the object of study during direct or indirect communication between the interviewer and the respondent. With online survey tools, you can quickly organize and analyze their results, provide feedback and offer information that can be useful in management reporting or to implement various opportunities. Based on the study, it is proposed to classify services according to the following characteristics: time-based online tools for instant and delayed (non-real-time) feedback; taking into account the involvement of respondents, online tools for cooperation, for evaluation. You can use online tools such as Mentimeter, and Kahoot to get real-time feedback. To conduct online surveys in real-time, you can use online tools: Survio, Surveymonkey, Google Forms, and Typeform. Classtime, Socrative, Quizalize, and Quizizz platforms can be used for evaluation. Services that help in establishing cooperation and receiving feedback are Padlet, Jamboard, Linoit, and Google Presentations. It is established that, depending on the purpose of the survey and the form of feedback, it is advisable to use appropriate online tools, taking into account the conditions of the organization of feedback. The study results are the basis for further research in terms of more effective use of modern online tools for feedback in management.

Keywords: feedback, management, online tools, survey platforms, digitalization, communications.

JEL Classification: M 15, I 20

1. INTRODUCTION

Feedback should always be a two-way dialogue. A culture of feedback, if it works consistently, increases people's development and increases the effectiveness of management. Two-way communication is important for good feedback between employee and manager, promotes good relationships between management and employees and receives feedback, and promotes employee responsibility and recognition in their work. Management cannot ignore or rule out feedback as a tool for effective communication. A new way of communicating with the manager is needed for the results of the synergistic action to be effective, which would allow the institution to succeed. When effective managers have reliable feedback, they succeed in effective communication.

Thus, due to the rapid development of technology, the use of digitalization in the process of organizing feedback at all stages of management activities of the institution, the organization of feedback becomes especially relevant.

2. THEORETICAL BACKGROUND

Feedback has become an integrated management tool because it is thought to serve informational and motivational functions that enhance an employee's work performance (Kopelman, 1986; Locke et al., 1968). Feedback can provide objective and timely information about the accuracy and effectiveness of employee behavior in the performance of their work. Researchers note that feedback is the key to effective teamwork. Feedback can also be used to develop employees' competence, responsibility, and control (Badura, 1977).

Researchers note that a lack of understanding of the importance of feedback is still significant (Whitaker et al., 2007). The importance of feedback culture in the use of feedback results is a gap in the scientific literature (Bake et al., 2013).

By providing feedback, employees can obtain information that will help them improve their tasks, reduce uncertainty, and explore prospects for new work (Ashford, 1986; Ashford & Cummings, 1983; Morrison, 2002). Note that the feedback involves a wide range of sources, not only formal but also informal, including personal thoughts and feelings (Google Forms, n.d.). According to Morrison (1993) and Steelman et al. (2004), managers are becoming increasingly accountable for the use of resources that provide employee development through feedback. To fulfill this role, managers must use modern online tools needed to obtain relevant information and achieve greater efficiency in their work.

3. RESEARCH OBJECTIVE, METHODOLOGY AND DATA

The study of research in recent years has revealed a significant increase in the level of implementation of information technology in various spheres of public life. At the same time, empirical research based on meetings with stakeholders found that employers claim that young professionals who are candidates for the position do not have communication skills, and some of them believe that skills such as critical thinking, communication, and creativity will become even more important during three to five years (Belfiore & Creative, 2018).

Steelman et al. (2004) supplemented the feedback system and placed more emphasis on informal feedback, the daily exchange of information between managers and employees, in the form of feedback. Pulakos and O'Leary (2011) have shown that constant informal exchange of information and feedback between management and employees helps to improve management effectiveness (for example, in the form of setting expectations for employee performance, setting

deadlines, and monitoring performance of tasks). According to London and Smither (2002), focusing on feedback is part of the overall feedback process and, as a result, motivates employees to behave and increase their productivity. Thus, the purpose of this process is to ensure that feedback increases the productivity and efficiency of employees (London & Smither, 2002; Nikolić et al., 2020).

Thus, the aim of the article is to study the use of modern online services for the organization of feedback in management and identify opportunities for their wider use.

4. RESULTS AND DISCUSSION

First of all, we need to understand that feedback is the impact of the outcome of the operation of any system on the nature of its further operation. The term "feedback" is used to refer to the course of processes in social, biological, technical, economic, and other systems, as well as in cybernetics and the theory of automatic regulation and control. Therefore, the use of this term has a wide functional field:

- in the public sphere for feedback from the government and the public, and between civil servants;

- in the field of business - to determine the needs and level of satisfaction of customers and consumers, as well as between management and employees;

- in general, in the manufacturing and services sectors (i.e., the non-manufacturing sector, including education, culture, science, etc.) to conduct research and improve the performance of their core processes.

Also, the use of feedback in each institution can be divided into processes: basic and auxiliary, management and development. That is, within the main processes, it is necessary to determine the effectiveness of the institution through a survey of external consumers (customers, consumers, etc.). As part of ancillary processes, a survey is needed to assess the effectiveness of the relationship and the establishment of work between departments of the institution. Within the management processes, it is necessary to find out the effectiveness of communication between management and the achievement of management goals, and the effectiveness of management decisions. Within the development processes, it is necessary to determine the effectiveness of the process of training and developing of staff of the institution (Piatnychuk & Pyatnychuk, 2021). With that in mind, we can see how diverse the feedback is.

Therefore, we can state that feedback is information that a person provides about "various aspects of someone's activity or understanding" (UKU, 2021). It has been established that there are different types of feedback - about the person, about metacognitive skills, about learning strategies, about tasks. Let's consider these types in more detail, going from the general to the most specific.

Feedback has been found to ensure the effectiveness of every team member. However, sometimes due to improper feedback, a person, instead of gaining motivation for growth and development, may shut himself in and stop accepting any criticism of himself.

Thus, feedback is an effective tool for personal and organizational development, especially in today's cross-functional teams, where speed, flexibility, and readiness for change have become basic requirements. A culture of feedback, where not only the team leader but also each member of the team is free to provide and accept feedback daily, significantly improves the functioning of the team. This is convincingly evidenced by statistics from the analytical company Gallup:

"Constructive feedback provided at least once a week can increase employee productivity and business profitability from 10% to 20%."

"Employees are more willing to learn and develop when they receive timely feedback that is specific and usable."

"Three out of four workers lose a lot of motivation when they don't get enough feedback." (Televych, 2020).

One of the most common forms of feedback is a survey - a method of collecting information about the object of study during direct (oral interview, interview) or indirect (written survey, questionnaire) communication of the interviewer with the respondent. Depending on the number of respondents (sample, sample population), they can also be mass, sample, individual, or expert. It is also used to measure "public opinion" on various issues.

It is investigated that there are the following types of surveys:

1) oral interview (frontal, individual, or group), written (short-term (10-15 minutes) and long-term (90 minutes));

2) interviewing;

3) questionnaires;

4) mass polls;

5) expert surveys (Dibkova, 2020; Sorokopud, 2012).

One of the easiest and least expensive ways to research is to conduct an online survey, using simple, free programs that can provide results within hours of starting a survey. Online surveys are a quick way to gather information from service users and stakeholders of a public organization, this should be done from time to time, because you risk not asking for feedback, and not developing in the right direction.

The survey allows you to measure the level of satisfaction with your organization, activity, or project. There are dozens of situations in which research can help assess satisfaction. Some examples:

- management - how well the need to obtain the necessary information is met;

- employees - whether employees are satisfied with their work (what they like the most / least in their work), whether they are provided with the necessary resources, or something prevents them from providing better assistance to clients;

- the target audience - whether customers are satisfied with the work of the institution, in which way they would like to receive information from the organization;

- Sponsors and other stakeholders - donors want to know how efficiently you use their money. Therefore, survey data give them real evidence of results.

Such surveys can be quickly organized and their results easily analyzed, they provide feedback and offer a wealth of information that can be useful in management reporting or to implement various opportunities. This results in the principle of resource efficiency, i.e., respondents enter the answers themselves, saving time and money, and it facilitates and speeds up the analysis.

Note that online surveys have certain disadvantages:

1. They depend on respondents who have access to the Internet. This narrows the circle of surveyed groups and gives fewer objective results.

2. Technical issues such as operating system crashes or slow download speeds, etc., can affect the polling process.

3. Passing the survey is difficult for people with visual impairments or disabilities.

Given the above, it should be noted in which situations you can use online surveys.

First, when do you know the purpose of your research? If there is no clear goal, then you need to stop and define your goal. The purpose of the survey will make the development of its questions much easier, focusing on each step. Before adding a question, you need to know what you will do with the answer.

According to the complexity, simple and detailed feedback is provided, which explains why a particular answer is incorrect, which next step would be appropriate, as well as tips on what useful resources to use or what procedural skills and problem-solving strategies to apply. The use of

modern information technologies and online tools allows to facilitate this process and increase its effectiveness.

As a result of the study, it was found that online tools for organizing feedback in management can be classified as follows:

1. Depending on the time, services are divided into online tools for instant and delayed (not real-time) feedback.

2. Depending on the involvement of respondents, services can be divided into online tools for collaboration and evaluation.

We can use online tools such as Mentimeter, Kahoot, etc. to get real-time feedback.

For many people, the Mentimeter is a favorite tool for instant anonymous feedback. Surveys created in this service are most often used to, for example, instantly and anonymously reveal respondents' opinions or their common understanding of a certain concept or topic and display it for everyone on the screen, for example, in a word cloud or in the format of a short "open answer" (up to 250 characters) or to quickly ask the audience, asking questions in the format of "multiple choice", to adjust the further course of the event based on this feedback from students. There are many options for conducting synchronous and even asynchronous surveys in Mentimeter.

Note that Mentimeter is a Swedish company from Stockholm that develops and maintains an application of the same name, which is used to create presentations with real-time feedback (Fig. 1). According to the data provided on the website, it has been found that 220 million respondents have already taken part in the polls, and 14 million are the organizers of the polls (https://www.mentimeter.com/).
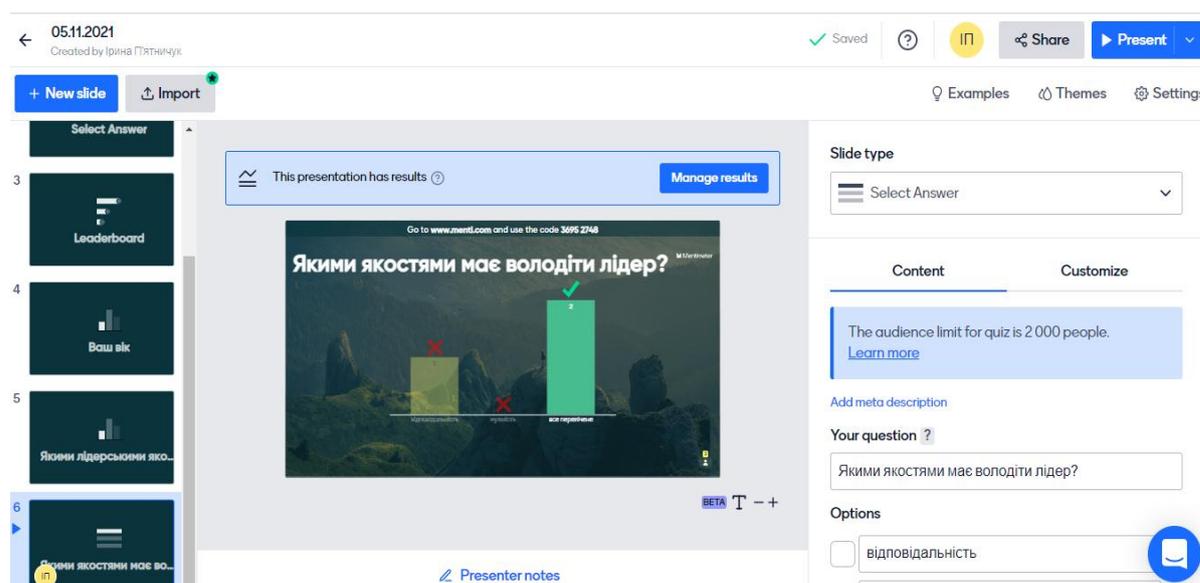

Fig. 1. Survey window in Mentimeter

Source: https://www.mentimeter.com/.

The peculiarity of this online tool is that it can be used during the survey and respondents display questions and answer options on their device, which facilitates the survey process. Therefore, this tool can be used both online and offline. The main features and limitations of the free version of the service:

- you can create an unlimited number of surveys of different types with different access codes, as well as organize them in the profile in folders;

- you can create online presentations with an unlimited number of text slides, to which you can also add images, videos, or links, as well as add polls.

- Mentimeter requires uninterrupted Internet access to create and show polls or slides;

- to participate in the surveys, participants must log in from their device (mobile phone, tablet, computer) to the site menti.com or enter the digital survey code in the pre-downloaded application;

- there is no limit to the number of participants in the surveys, so this tool can be used even during large-scale events (https://www.mentimeter.com/).

Another online tool is Kahoot, a gaming platform used as educational technology in schools and businesses. Its Kahoots educational games are user-created quizzes with several options that can be accessed through a web browser or Kahoot! App (https://kahoot.com/business-u/).

Companies around the world use our platform to create interactive kahoots that energize employees to learn and in the flow of work, no matter where they're located. Create a kahoot in minutes and deliver training sessions, presentations, meetings, and events via any video conference platform, including Google Hangouts, Zoom, and Microsoft Teams (Fig. 2). Innovative companies such as Amazon, Facebook, HP, etc., use this platform to develop their own employees. One caveat about using this online tool is that during the survey, the text of the answer options is displayed only on the presenter's screen, and respondents display only the appropriate answer buttons on their devices, which can complicate the answer process. Therefore, we recommend using this tool not online but offline. When respondents are in the same room with the presenter and can see the answers on his screen (https://kahoot.com/business-u/).
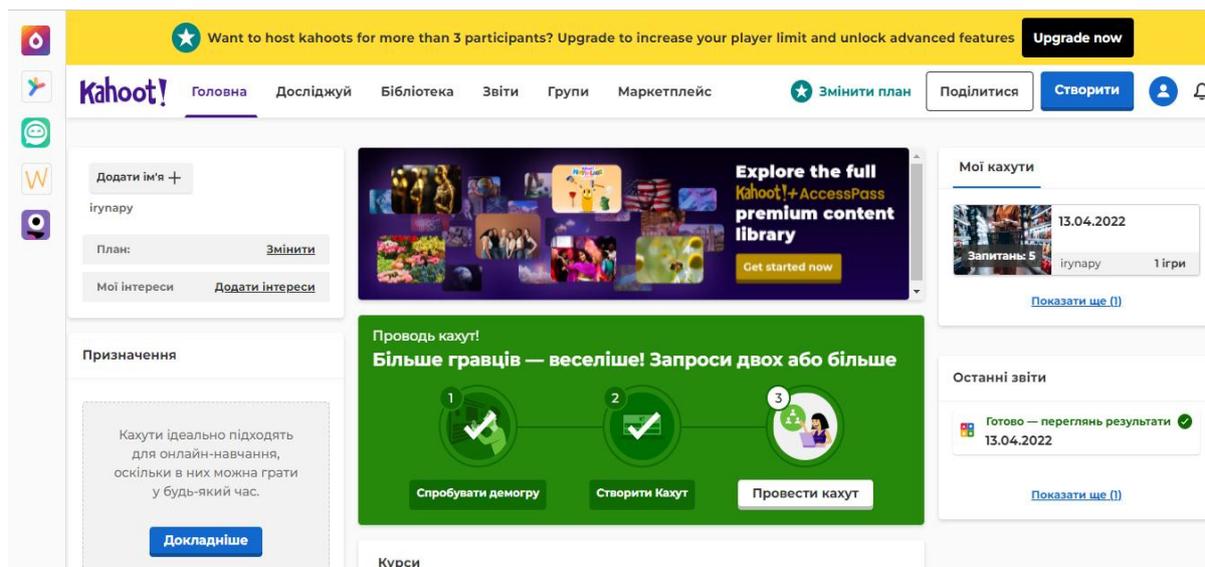

Fig. 2. Appearance of the user's e-cabinet Kahoot

Source: https://kahoot.com/business-u/.

You can use the following online tools to conduct non-real-time online surveys.

Survio - on the free version you can create 5 questionnaires with an unlimited number of questions and collect max. 100 answers per month. The service is optimized for mobile devices. In addition to the standard distribution of the survey via a direct link, it is possible to embed the survey on the site. Design settings include adding a logo, changing the theme, or using ready-made backgrounds (https://www.survio.com/en/).

Surveymonkey has a trial and free version. You can create 10 questions and collect 100 answers for free. It is proposed to distribute the survey to collect answers independently: direct link, embedding the survey on the site, pop-up invitation to the survey (there are design settings and% auto-display), pop-up window as a survey (with design settings and% auto-display). You can

change the design of the survey with the help of prepared color and background themes or use a custom theme with customizing the color and font of the texts. You can add a logo to the survey (https://www.surveymonkey.com/).

Google Forms allows us to create surveys for free, without limiting the number of surveys, questions and answers, which, however, will have to collect yourself via a direct link or embed on the site (without additional settings). There is a mobile version of the service. When customizing the survey design, you can use prepared color schemes, as well as add a cap and logo. Google Forms can be used to collect information during the registration process, such as feedback, ordering, or evaluation (Fig. 3) (Google Forms, n.d.).
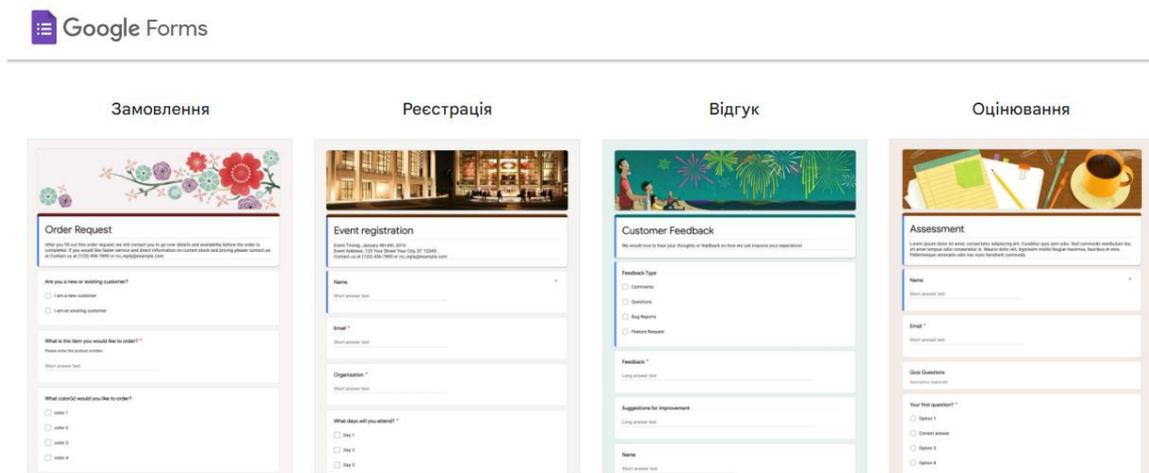

Fig. 3. Appearance of the user's e-cabinet Google Forms

Source: Google Forms, n.d.

The Typeform service offers a huge number of fields, starting from the drop-down list and ending with checkboxes with several answers. Works on computers and smartphones (https://www.typeform.com/).

During the survey, the respondent receives instant feedback and, when it comes to levels of memorization, understanding, or even application of certain concepts, the automatic response is an important advantage, because technology, unlike humans, can repeat the same large number of times.

Such automated surveys in the form of tests for assessment can be created on the platforms Classtime, Socrative, Quizalize, Quizizz, and others. Such online tools should be used in the process of training and developing employees.

In the paid version of Classtime, you can configure the so-called teamwork mode, in which each student, independently performing a test created by the teacher on the topic of the course or lesson, can make their "correct" or incorrect answers "contribution" to group work. The Classtime system helps to visualize this teamwork process and adds elements of gamification to it - the group builds a bridge together, launches a spaceship, rescues rare animals, or puts together a puzzle (https://www.classtime.com/uk/).

Socrative – is an education-oriented service for creating and conducting surveys, tests, voting, and formative tasks. The service allows the teacher to instantly evaluate test results and visualize them. The free version features are a classroom for 50 students, 1 public classroom, 1 activity, real-time poll (Fig. 4) (https://www.socrative.com/).
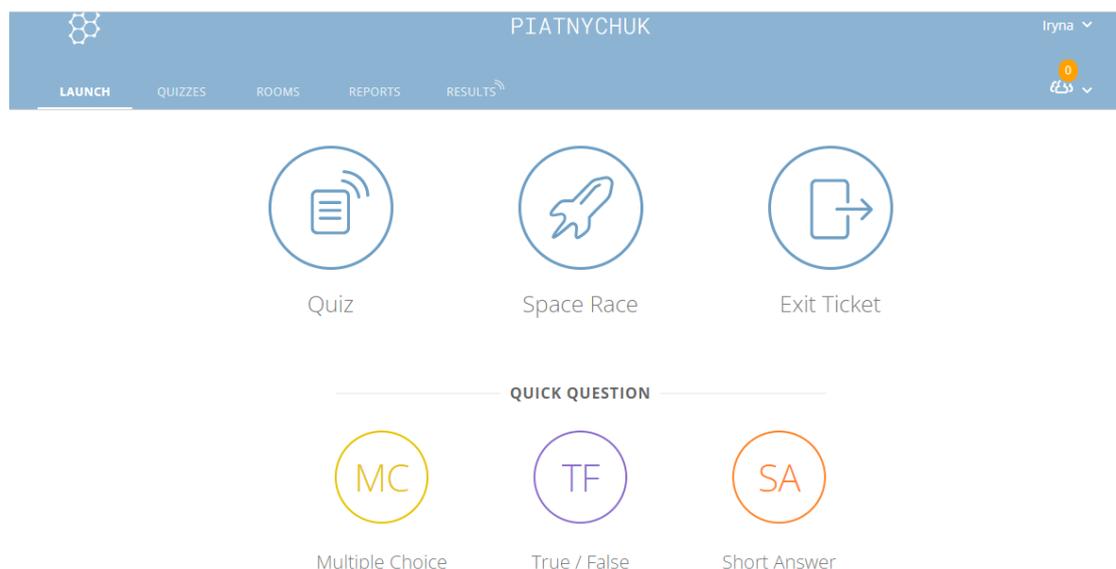
Fig. 4. Appearance of the user's e-cabinet Socrative

Source: https://www.socrative.com/.

Quizalize is an online designer of interactive tests, a tool for organizing testing, and quizzes in the classroom. It allows coaches (speakers, teachers, mentors, etc.) to create exciting tasks or organize extraordinary homework. The trainer can see the results instantly and easily identify the strengths and weaknesses of the participants. The process of creating a quiz is simple and easy. Participants answer test questions on their laptops, tablets, and smartphones (https://www.quizalize.com/).

Quizizz is a service for creating quizzes and tests. It uses a similar training technique as Kahoot. Quizizz can be used in real-time (in a group), as well as a separate task in real-time, choosing Play Live ("real-time game") or Homework ("homework"). The service allows you to monitor the progress of each participant, as well as export data to Excel. The teacher uses ready-made tests from the Quizizz library or creates a test, game, or survey (https://quizizz.com/).

As a result of the study, it was found that the services that help to establish cooperation and receive feedback are Padlet, Jamboard, Linoit, and others. These online tools also allow you to work together on a project or task and share impressions and thoughts.

Padlet is an online board for sharing notes, images, files, and links to external resources. Padlet provides cloud software as a service by hosting a real-time, shared web platform where users can download, organize, and share content on virtual bulletin boards called "padlets" (Fig. 5) (https://uk.padlet.com/).

It is a virtual wall to which you can attach photos, files, links to Internet pages, and notes. This can be a private wall project, a moderated wall with several participants who will fill it with information, or an information-sharing platform available for reading and editing by any user. To create a message, just double-click on the board. In the window that opens, you can write your name, insert your photo, and leave a comment. They work together on this board. Therefore, the creator sends messages to other project participants, enters their email addresses, and gives them the right to write on the board or moderate it.
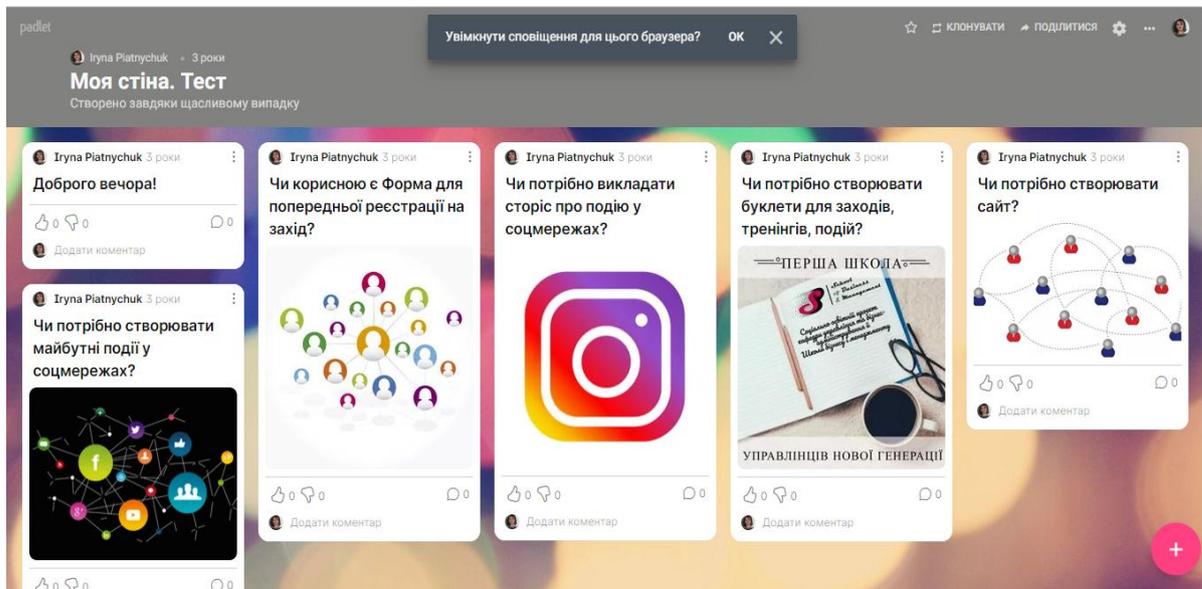
Fig. 5. Appearance of the user's e-cabinet Padlet

Source: https://uk.padlet.com/

Linoit is a similar online tool. It is a virtual board for posting and distributing stickers, notes, reminders, images, and videos (https://en.linoit.com/).

Jamboard is an interactive whiteboard for brainstorming, collaboration, and synchronous or asynchronous feedback. A desktop in Jamboard is a sequence of individual slides (frames) that cannot be resized; up to 20 slides can be created in a single document. Users can use several tools for notes: to write on the board there is a pen, felt-tip pen, marker, and brush, which can change color. You can also place photos or add text notes on stickers that you can resize with the cursor. The only standard font is available for text, but you can choose its formats, such as title or plain text. The service allows you to place images from image searches. If you want to add geometric shapes to the board, you can use the "shape" function (circle, square, moon, etc.) and fill them with color. The laser pointer leaves a trace of the user's movements for a few seconds, so during the lesson, you can point out, and pay attention to the individual elements placed on the board. Google Jamboard features collaboration and real-time change tracking; change the background (upload the image of the user's choice); graphics tablet support; save slides in PNG format; export project to PDF (https://jamboard.google.com/).

It is worth noting that to work together on one project and get feedback, you can also use the online tool Google Presentations, which has many similar characteristics to Jamboard.

Google Presentations is a presentation program that is part of a free web-based office suite offered by Google as part of Google Drive. The service also includes Google Docs and Google Spreadsheets, word processors, and spreadsheets respectively. Google Slides is available as a web application, a mobile application for Android, iOS, Windows, and BlackBerry, as well as a desktop application in Chrome OS from Google. The application is compatible with Microsoft PowerPoint file formats. Presentations allow users to create and edit presentations online while collaborating with other users in real-time. When using Google Slides, it is advisable to pay attention to several extensions that will help to display the answers of respondents on the slide in the same online presentation that you work with: PearDeck for Google Slides, Nearpod (Google Presentations, n.d.).

5. CONCLUSION

Thus, as a result of the study, it was found that in order to organize feedback in management under modern conditions, it is advisable to use online tools. The proposed classification of online tools will allow you to more effectively organize feedback in management. Depending on the purpose of the survey and the form of feedback, it is advisable to use appropriate online tools, taking into account the conditions of the organization of feedback. The results of the study are the basis for further research in terms of more effective use of modern online tools for feedback in management.

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У статті розглянуто питання застосування онлайн-інструментів в забезпеченні зворотного зв'язку в управлінській діяльності за сучасних умов динамічного середовища. Метою статті є дослідження питання застосування сучасних онлайн-сервісів для організації зворотного зв'язку в управлінській діяльності та виявлення можливостей їх більш ширшого використання. Досліджено, що застосування поняття зворотного зв'язку має широке функціональне поле: у публічній сфері для налагодження зворотного зв'язку влади із громадськості; у сфері бізнесу – для визначення потреб і рівня задоволеності клієнтів і споживачів; у цілому у виробничій сфері та сфері послуг для проведення досліджень й підвищення рівня виконання своїх основних процесів. Встановлено, що здійснюючи організацію зворотного зв'язку, співробітники можуть отримати інформацію, яка сприятиме покращенню виконання своїх завдань, зменшити невизначеність та вивчити перспективи для виконання нових завдань, а також розвинути почуття відповідальності у співробітників. Одним із найбільш розповсюджених форм зворотного зв'язку є опитування, що є методом збору інформації про досліджуваний об'єкт під час безпосереднього або опосередкованого спілкування між тим хто опитує та респондентом. За допомогою онлайн-інструментів опитування можна швидко організувати і проаналізувати їхні результати, вони забезпечують зворотний зв'язок і пропонують величезну кількість інформації, яка може стати в нагоді в управлінській діяльності та для реалізації різних можливостей. На основі проведеного дослідження запропоновано класифікувати сервіси за наступними ознаками: з урахуванням часу: онлайн-інструменти для миттєвого і відтермінованого (не в реальному режимі часу) зворотного зв'язку; з урахуванням задіяності респондентів: онлайн-інструменти для співпраці та для оцінювання. Для отримання зворотного зв'язку у реальному режимі часу можна застосовувати такі онлайн-інструменти, як: Mentimeter, Kahoot. З метою проведення онлайн-опитувань не у реальному режимі часу можна застосовувати онлайн-інструменти: Survio, Surveymonkey, Google Forms, Typeform. Для оцінювання можна застосовувати платформи Classtime, Socrative, Quizalize, Quizizz. Сервісами, які допомагають у налаштуванні співпраці і отриманні зворотного зв'язку є Padlet, Jamboard, Linoit, Google Презентації. Встановлено, що залежно від мети проведення опитування і форми одержання зворотного зв'язку доцільно застосовувати відповідні онлайн-інструменти з урахуванням умов організації зворотного зв'язку. Отримані результати проведеного дослідження виступають основою для наступних досліджень у частині більш ефективного використання сучасних онлайн-інструментів для організації зворотного зв'язку в управлінській діяльності.

Ключові слова: зворотний зв'язок, управлінська діяльність, онлайн-інструменти, платформи для опитування, диджиталізація, комунікації.