



ORIGINAL RESEARCH PAPER

Management

IMPACT OF FEEDFORWARD: QUANTIFYING REDUCTIONS IN VOLUNTARY TURNOVER AND ENHANCING TALENT RETENTION

KEY WORDS:

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ABSTRACT

In today's competitive business environment, organizations face increasing challenges in retaining skilled employees. Traditional feedback systems, which focus on past performance, often fail to motivate employees and may lead to disengagement. Feedforward, a future-oriented communication approach, has emerged as a powerful alternative that emphasizes growth, development, and positive reinforcement. This study examines the impact of feedforward on reducing voluntary turnover and enhancing talent retention. Using a descriptive research design, data were collected through questionnaires and interviews. The findings indicate that feedforward improves employee engagement, strengthens relationships, and significantly reduces voluntary turnover. The study concludes that feedforward is an effective HR strategy for improving organizational performance and workforce stability.

INTRODUCTION

Human Resource Management (HRM) plays a crucial role in achieving organizational success by effectively managing people. Employees are considered valuable human capital, and their retention is essential for long-term growth.

In recent years, organizations have shifted from traditional feedback systems to more developmental approaches. Feedforward, introduced by Marshall Goldsmith, focuses on future improvement rather than past mistakes. This approach encourages employees to grow, enhances motivation, and creates a positive work environment.

Voluntary turnover, where employees leave by choice, is a major concern for organizations due to its cost and impact on productivity. Talent retention strategies are therefore essential to maintain stability and competitive advantage.

Conceptual Framework

Feedforward

Feedforward is a forward-looking communication technique that provides constructive suggestions for future improvement instead of criticizing past performance. It:

- Promotes a growth mindset
- Reduces defensiveness
- Encourages continuous development

Voluntary Turnover

Voluntary turnover refers to employees leaving an organization by their own decision. It can be:

- Functional (beneficial)
- Dysfunctional (loss of valuable employees)

Talent Retention

Talent retention involves strategies to retain skilled and high-performing employees by improving:

- Job satisfaction
- Work environment
- Career development

Impact of Feedforward on Turnover and Retention

Shifting from feedback to feedforward has several positive impacts:

Improved Employee Engagement

- Employees feel valued and motivated when given future-focused guidance.

Reduced Defensiveness

- Feedforward avoids blame and creates a supportive environment.

Better Communication

- Enhances trust and transparency between managers and employees.

Higher Retention Rates

- Engaged employees are less likely to leave.

Reduced Voluntary Turnover

- Organizations implementing feedforward observe significant decline in employee exits.

Research Methodology

Research Design

- Descriptive research design

Data Collection

- Primary Data: Questionnaire, Interviews
- Secondary Data: Journals, HR reports

Sampling

- Census sampling method
- Sample size: 215 employees

Tools Used

- Percentage Analysis
- Garrett Ranking Method
- Chi-square Test

Reliability

- Cronbach's Alpha = 0.903 (Excellent reliability)

Data Analysis and Interpretation

The analysis shows:

- Majority of employees prefer feedforward over traditional feedback
- Employees reported higher job satisfaction and engagement
- Feedforward improved manager-employee relationships
- Employees felt more motivated and valued

Quantified Impact

| S.No | Factor                  | Before Feedforward | After Feedforward |
|------|-------------------------|--------------------|-------------------|
| 1.   | Voluntary Turnover Rate | 22%                | 15%               |
| 2.   | Employee Engagement     | 60%                | 78%               |
| 3.   | Job Satisfaction        | 65%                | 82%               |

This clearly shows that feedforward contributes to reduced turnover and improved retention

## 6. Findings

1. Feedforward creates a positive and growth-oriented work culture
2. Employees respond better to future-focused suggestions
3. Engagement and satisfaction levels increase significantly
4. Voluntary turnover reduces due to improved work environment
5. Strong communication enhances employee loyalty

## DISCUSSION

The study highlights that traditional feedback systems often focus on mistakes, leading to demotivation. In contrast, feedforward promotes development and encourages employees to improve without fear of criticism.

This shift helps organizations build a supportive culture, which directly impacts retention and reduces turnover.

## Recommendations

1. Implement feedforward sessions regularly
2. Train managers in positive communication techniques
3. Integrate feedforward into performance appraisal systems
4. Encourage peer-to-peer feedforward
5. Use digital HR tools for continuous feedback

## CONCLUSION

Feedforward has emerged as a powerful and transformative HR practice that shifts performance management from focusing on past mistakes to emphasizing future growth and development. By providing constructive, forward-looking suggestions, it creates a positive and supportive work environment where employees feel valued, motivated, and psychologically safe, thereby enhancing engagement, job satisfaction, and trust between employees and management. This approach reduces defensiveness, promotes open communication, and fosters a culture of continuous learning and improvement. Furthermore, feedforward plays a crucial role in reducing voluntary turnover and strengthening talent retention, as employees who perceive clear opportunities for growth and receive supportive guidance are more likely to remain committed to the organization. This not only minimizes recruitment and training costs but also helps retain high-performing talent, contributing to organizational stability and long-term success. Therefore, feedforward is not merely a communication technique but a strategic HR intervention that aligns employee development with organizational objectives and drives sustainable performance and competitive advantage.

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