

The Cultivation Mechanism of Superior Developmental Feedback on Family-like Exchange Relationship

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Abstract: In the changeable modern business environment, all costs are constantly increasing with the aggravation of internal and external and global competition. The contribution of employees to the enterprise is the core competitiveness of the enterprise. Only a good employee-organization relationship can improve the willingness of employees to actively contribute. This paper explores the "Pan familial" exchange relationship between organizations and employees in the context of China's local "family culture". Based on the social exchange theory, this paper constructs the mediation model of superior developmental positive feedback, superior developmental negative feedback, relational identification, and family-like exchange relationship. This paper selects 297 sample data of enterprises and institutions in different industries from 25 administrative regions, and makes an empirical analysis of their relationship by using structural equation model and mediating effect test. The results show that both positive and negative feedback of superior development have significant positive effects on relational identity and family-like exchange relationship; relational identification partially mediates the relationship between superior developmental positive feedback, negative feedback and family-like exchange.

1. Introduction

Since the outbreak of COVID-19 in early 2020, it has caused great damage to the global economy. Under such circumstances, Chinese enterprises are facing many tests. The problems of people's disorganization and management confusion after the resumption of work seriously affect the recovery of production and development of companies. Enterprises must find ways to solve problems and stimulate endogenous growth. This makes enterprises pay more and more attention to the role of the relationship between employees and organizations on the crisis. At present, the relationship between employees and organizations is focused on the theory of economic exchange and social exchange. The theory of economic exchange requires both parties to bear responsibility and fulfill necessary obligations to achieve mutual benefit; the theory of social exchange is to form a long and stable reciprocal relationship based on trust [1]. But the basis of these two relations is the Western contract spirit, which is not applicable in the Chinese social environment with obvious familism and pan family doctrine. Therefore, this paper chooses the family-like exchange relationship which is based on the social exchange theory and integrates the elements of Chinese culture as the research object, and discusses how to bring the family structure, the way of handling affairs and the relationship characteristics of Chinese psychology into the "Pan family doctrine" in non-family organizations to form the interaction between adults and organizations [2]. Recently, some researchers have shown that the family-like exchange relationship can effectively promote the employees' speech behavior, self-sacrifice behavior, organizational loyalty, and improve the ability of crisis handling through the employees' awareness of self-reliance crisis. Therefore, it is of great significance to cultivate and develop the relationship of family exchange in the organization for the long-term development of enterprises.

At present, the research on the family-like exchange relationship is mainly analyzed from the perspective of organizational situation, leadership style and employee personality, without considering the influence of superior on subordinates' feedback. This paper mainly studies the role of superior developmental feedback as a constructive feedback to provide the staff with the help they need, and the cultivation of family-like exchange relationship after the family-oriented tendency of retribution psychology. Based on this, this paper discusses the influence of the positive and negative feedback on the relationship of family exchange from the perspective of feedback interaction between superior and subordinate, and introduces the relational identification variable to clarify the its process, mechanism and boundary. Thus, it provides theoretical basis for the superior to give full play to the role of developmental feedback to create the family atmosphere in the organization.

2. Literature Review and Hypothesis

2.1 Literature Review

2.1.1 Superior Developmental Feedback

Feedback, as an important form of interaction between superior and subordinate in an organization, is ubiquitous in the organization, and the superior is the main source of information for employees [3]. However, the traditional feedback mostly focuses on the work results, such as performance feedback and task feedback, often ignores the value of the feedback content itself [4]. On this basis, some scholars further put forward the concept of developmental feedback. In 2003, Zhou [5] defined superior developmental feedback as "feedback form in which superiors provide valuable and helpful information for their subordinates' future study, work and personal development". This concept also proposes three characteristics of it: first, feedback comes from superiors; second, the information is valuable and beneficial to employees; third, the developmental feedback of the superior belongs to information feedback, that is, it does not force the employees to complete specific tasks, but only provides information related to work and learning. Since then, the view of developmental feedback from superiors has been widely concerned by many scholars. Most of the researches focus on the influence of developmental feedback on employee voice behavior, creativity and job performance, and a large number of empirical studies have confirmed the positive effect of that on the organization. For example, Yoon & Johnson (2008) research shows that when leaders or experienced colleagues provide feedback on behavior related information to improve team performance, it will significantly improve the work efficiency and support rate of employees [6]. Furthermore, many scholars study the influence mechanism of superior developmental feedback. There is a view that intrinsic motivation theory can explain the mechanism of superior developmental feedback, that is, superior developmental feedback can enhance individual intrinsic motivation to enhance enthusiasm for work, and then promote work development [7]. In addition, Weilin Su et al. (2018) explored the applicability of superior developmental feedback in Chinese context, and confirmed the positive impact of superior developmental feedback on employee voice behavior from the perspective of social exchange and social cognitive theory [8].

In 2015, on the basis of Zhou, Xingshan Zheng [9] further divided superior developmental feedback into two dimensions: superior developmental positive feedback aims to enhance employees' performance; superior developmental negative feedback aims to correct employees' bad or ineffective performance behaviors. Most of the current studies are based on one-dimensional developmental feedback of superiors, and often do not distinguish the difference between positive feedback and negative feedback mechanism. Therefore, this paper uses Xingshan Zheng's (2015) [9] classification and definition of developmental feedback of superiors, and discusses the influence of positive feedback and negative feedback on family-like exchange relationship.

2.1.2 Family-like Exchange Relationship

The concept of family-like exchange is an organization-employee exchange relationship based on Chinese context proposed by Suye Zhu et al. in 2015. It refers to the relationship between employees

and organizations that do not ask for return and meet each other's needs regardless of gain or loss [10]. Different from the spirit of equality and contract emphasized in western culture, Chinese traditional culture emphasizes more on the interdependence and ethics of social relations similar to "receiving people's kindness by dripping water should be rewarded by gushing water". When we describe the relationship between Chinese employees and the organization, we will use the expressions of "the individual" and "the whole", and hope to achieve the integration of them, forming an ideal situation of "private for public" [11]. This kind of relationship is to use the way of getting along with relatives in Chinese families to describe the organizational relationship [10].

At present, most of the researches focus on the causes of the formation of family-like exchange relationship in organizations. Suli Zhu (2015) pointed out that collectivism in social and cultural factors, uncertainty in the working environment, and the nature of enterprises will have an impact on its formation [10], and further elaborated that paternalistic benevolent leadership makes subordinates have the psychology of gratitude, thus forming similar family exchange for leaders and organizations. And through the regulation of paternalistic moral leadership, it has a positive effect in favor of the organization (Suli Zhu, Lirong Long, 2017) [12]. Kunjin Wu et al. (2017) also verified in the research that human resource practice of benevolent guide can stimulate employees' pan family cognition, making it easy to form a kind of family exchange relationship with the organization [37]. Besides, in addition to the research from the perspective of interaction between employees and leaders, some scholars have also studied the influence of big five personality traits on the cultivation of like-family exchange relationship between employees and organizations, according to attribution theory and psychological contract theory. The results show that neuroticism, openness and extraversion will not have a significant impact on quasi family relationship, humanity and conscientiousness are conducive to the cultivation of similar family relationship on the contrary (Chunping Tan et al., 2019) [13].

2.13 Relational Identification

Compared with the organizational identification that describes the relationship between individuals and collectives, relational identification pays more attention to the identity at the interpersonal level, which refers to the degree to which individuals use the relationship with a certain role to define and describe themselves [14]. In an organization, employees' recognition of their superiors is the degree of approval and follow-up of them. Based on relational identity, relational identification reflects how both parties play their respective roles in the relationship, including role-based and individual based identity. If one party of the relationship gives positive evaluation to the other party's mutual identity, it can show that the individual has identification with the relationship between the two, that is, relational identification appears. The research on the antecedents of relational identification mainly focuses on two aspects: one is the individual characteristics, and the research conclusion shows that women are more likely to form that than men [15]; the similarity of employees' perception of victims will enhance that of victims [16]; and the classification process of employees to superiors will improve that of superiors [17]. The second is organizational characteristics, mainly referring to the appropriate nonverbal communication [18], transformational leadership [19], task dependence [20], leader-member exchange [21] etc., which positively influence relational identification.

According to the existing research, relational identification has a positive impact on the individual level. For example, relationship identity can improve employees' self-efficacy [19], promote the generation of organizational identification [22], improve employees' job satisfaction [15], and improve employees' voice behavior [23]. Although most of the current studies focus on the positive role of relationship identity, some scholars point out its possible negative effects, including individual loss of self, the abuse of the low status party caused by the inequality between the two sides of the relationship [16], the reduction of team competition which can bring long-term benefits [15], etc., but there is a lack of further empirical research.

2.2 Hypothesis

2.21 The relationship between superior developmental feedback and family-like exchange

From the perspective of content valence, superior developmental feedback can be divided into positive feedback and negative feedback. According to Xingshan Zheng's research, both positive and negative feedback from superiors have a positive impact on employee performance related results through the nature of their development [9]. When the superior provides positive developmental feedback, the employees will feel the encouragement and support. At the same time, the employees can obtain useful information to help them improve their learning and working ability [5]. When the superior provides negative developmental feedback, if the employee perceives that the intention of the superior is for their development, then the employee's reaction tends to be more positive, such as trust in the superior, satisfaction with the superior and the organization [24]; meanwhile, because developmental negative feedback is also informational feedback, it can help employees understand what needs to be improved and promote their intrinsic motivation [25]. Therefore, developmental feedback expresses the expectation of employees' progress through feedback, while employees regard the received information as the attention and guidance, which further creates a positive impression on superiors (Liu et al., 2018) [26]. Family-like exchange follows the law of demand, with the purpose of meeting each other's needs [10]. Employees not only have material needs, but also have emotional needs such as family, friendship and love to meet. When the superior gives the employee emotional attention in addition to work, the employee will treat this as a special treatment for himself out of gratitude psychology, resulting in a series of pro-superior and pro-organizational behaviors. Furthermore, the social and work communication between the two sides will continue to deepen [27], and the feelings between the two sides will continue to promote and rise to a kind of family exchange relationship, this is also the inevitable result of employees' social interaction under the background of Chinese culture [28]. Therefore, this paper argues that superior developmental positive and negative feedback can shape similar family relationship

H1: Superior developmental positive feedback positively affects family-like exchange.

H2: Superior developmental negative feedback positively affects family-like exchange.

2.22 The Influence of Relational Identification on Family-like Exchange

From the perspective of three reasons for the formation of family-like exchange relationship [10], it is difficult for an organization to change the social culture and enterprise nature, so the only thing that can improve is the working environment. As the communicator of working system and enterprise culture, the cognition of the superior has an important impact on the behavior of the subordinate. Thus, the behavior of the superior is a more direct factor affecting that of the employee [29]. According to the social identity theory, employees will form a self-concept through their relationship with the organization or other people in the organization, so as to change their behavior [30], that is, when employees have higher recognition of their superiors, they will pay more attention to the relationship between development and leaders, and are more willing to take actions expected by them [31]. Social exchange theory points out that individuals who feel care and support show willingness to give back under the principle of reciprocity, and the two sides of reciprocity obtain emotional resources and generate trust in continuous interaction, showing positive attitude and behavior [32]. Mutual trust is the premise of in-depth emotional exchange, so trust is also an important factor in the formation and maintenance of family-like exchange relationship [27]. Different from the trust in social exchange relationship, that in kindred exchange comes from the distance of psychological distance [10], which makes the two sides form a blend relationship [27]. Therefore, this paper argues that relational identification is conducive to the formation and development of family-like exchange.

H3: Relational identification has a positive effect on family-like exchange relationship.

2.23 The Mediating Role of Relational Identification

In the Chinese context, employees tend to establish different levels of "circles" with their superiors through relationship identification [33], so employees' role identity in the organization largely depends on the judgment of their relationship with others. Superior developmental feedback can effectively promote the relationship and power distance between superior and subordinate, and enhance employees' trust and sense of belonging to the organization [34]. According to the social exchange

theory, when the superior provides developmental feedback, that is, one party provides resources for exchange, and the other party responds to the exchange in return in order to maintain the relationship, and may make more than expected active behavior in the work to give back to the leader, so as to deepen the exchange relationship between the two parties [35]. And a high-quality exchange relationship will enhance employees' loyalty, trust and other emotions, and then enhance the relational identification [36]. Family affection in Chinese context emphasizes the relationship of interdependence, relevance and belonging between people. In an organization, if the superior shows more concern for employees than work, the superior actually plays the role of part of the family, and the employees will respond to this role by treating the superior and the organization they represent as relatives, and then show the behavior of taking the initiative to work overtime and other extra work. After the formation of this kind of family relationship, it will promote the formation of a kind of kinship relationship between employees and organizations that goes beyond the contractual relationship. The two will no longer restrict each other with the criteria of contract, but an operation system and normative system with ethics as the criterion, family life as the basis, and feeling as the center [37]. Therefore, from the perspective of social exchange, superior developmental feedback is helpful to enhance relational identification, thus forming an organizational atmosphere of family-like exchange relationship.

H4: Relational identification plays a mediating role between superior developmental positive feedback and family-like exchange relationship.

H5: Relational identification plays a mediating role between superior developmental negative feedback and family-like exchange relationship.

3. Method

3.1 Participants and Data Collection Procedures

In this paper, a questionnaire survey is used to investigate the employees. In order to ensure the quality of the sample data, the respondents were informed that the content they filled in was only for academic research and anonymous. Considering the diversity of samples, the sample data cover enterprises and institutions in 25 different provinces and regions in the Chinese mainland. The questionnaire survey was carried out in the form of electronic questionnaire, through WeChat and other channels sending to the identified respondents, and certain means were taken to ensure the authenticity of the data. Finally, 313 questionnaires were collected, including 297 valid ones, with an effective rate of 94.89%. The distribution of sample characteristics is shown in Table 1.

Table 1. Distribution of sample characteristics.

Characteristics	Categories	Frequency	Percent (%)	Characteristics	Categories	Frequency	Percent (%)
Gender	Men	163	54.9	Age	Under 25	95	32.0
	Women	134	45.1		26-35	93	31.3
Organization Nature	State-owned	57	19.2		36-45	71	23.9
	Foreign	39	13.1		45	38	12.8
	Private	173	58.2	Staff	240	80.8	
	Government departments/ Institutions	16	5.4	Position	Grass-root managers	27	9.1
	Others	12	4.0		Middle manager	28	9.4
Seniority	0-3 months	15	5.1		Senior managers	2	0.7
	3-6 months	30	10.1	Education	Senior high school and below	9	3.0
	6 months-1 year	11	3.7		Junior college	102	34.3
	1-2 years	13	4.4		Undergraduate	158	53.2
	Over 2 years	228	76.8		Master degree and above	28	9.4

3.2 Measures

In this paper, all variables were measured by mature variables recognized, and in the form of Likert 5 scale, 1 to 5 respectively means "very dissatisfied" to "very satisfy". In addition, gender, age, education, organization nature, seniority and position are set as control variables to reduce the interference of demographic characteristics.

3.21 Reliability test

Superior Developmental Feedback. The eight-item scale compiled by Zheng et al. (2015) [9] was used, including five items of superior developmental positive feedback, such as " My supervisor uses expressions of approval or praise when providing feedback to improve my job performance." and three items of developmental negative feedback, such as " My supervisor uses negative expressions or criticism to give feedback when providing feedback to improve my job performance.". The reliability test results show that Cronbach's α of the positive feedback is 0.882 and negative feedback is 0.796. The reliability of the scale is good.

Like-family Exchange Relationship. Using the 5-item scale compiled by Suli Zhu et al. [10], representative items such as "I attach importance to the interests of the unit in my work, because the interests of the unit are closely related to my interests". The results of reliability test showed that Cronbach's α is 0.858, and the reliability of the scale was good.

Relational Identification. The scale developed by Walumbwa and Hartnell [17] is used, representing items such as "When someone criticizes my supervisor, it feels like an insult to me". The results of reliability test showed that Cronbach's α is 0.901, and the reliability of the scale is good.

3.22 Discriminant Validity Test

In order to test the discriminant validity of four factors - superior developmental positive feedback, superior developmental negative feedback, family-like exchange and relational identification, this paper sets up four-factor, three-factor, two-factor and single-factor models respectively, and compares the goodness of fit of the four models. The results are listed in Table 2. From the table, χ^2 /df less than 5, RMSEA less than 1, SRMR less than 0.1, the model is acceptable. When the results of IFI and CFI are greater than 0.9, the model is better, and the larger the value is, the better. However, because the index may be affected by the sample size, it is usually combined with the previous indicators (χ^2 /df, RMSEA) to verify the goodness of fit of the model. The IFI and CFI of this model are close to 0.9, which indicates that the model fitting effect is acceptable. In addition, it can be concluded that the four factors of superior developmental positive feedback, superior developmental negative feedback, family-like exchange and relational identification are independent of each other, which can be tested by discriminant validity.

Table 2. Analysis results of discriminant validity test.

Model	χ^2 /df	RMSEA	SRMR	IFI	CFI
four-factor model	3.894	0.099	0.065	0.855	0.854
Three-factor model	4.347	0.106	0.072	0.830	0.829
Two-factor model	4.530	0.109	0.072	0.819	0.818
Single-factor model	4.860	0.114	0.073	0.801	0.800

3.23 Common Method Bias Test.

In order to reduce the problem of common method bias, this study adopts some program control methods, such as confusing the topic, avoiding the use of oriented language, anonymous evaluation and so on. Based on program control, exploratory factor analysis is carried out. The results showed that the first factor accounted for 23.51% of the total variance, which was far less than 50% of the recommended value, and the cumulative variance accounted for 62.97%, which indicated that there was no significant common method bias in the research samples.

4. Results

4.1 Descriptive Statistics and Correlation Analysis

Table 3 shows the descriptive statistics and correlation analysis results of related variables. It can be seen that the positive feedback of superior development is significantly positively correlated with family-like exchange ($r = 0.781$, $P < 0.01$) and relational identification ($r = 0.743$, $P < 0.01$), and the negative feedback of superior development is significantly positively correlated with family-like exchange ($r = 0.596$, $P < 0.01$) and relational identification ($r = 0.609$, $P < 0.01$). There is also a significant positive correlation between relational identification and family-like exchange ($r = 0.798$, $P < 0.01$). Therefore, the correlation between the main research variables is consistent with the hypothesis, in line with the research expectations.

Table 3. Study the mean, SD and correlations of variables.

	Mean	SD	1	2	3	4
Superior developmental positive feedback	3.897	0.803	1			
Superior developmental negative feedback	3.626	0.935	0.561***	1		
Family-like exchange	4.173	0.743	0.781***	0.596***	1	
Relational identification	3.729	0.718	0.743***	0.609***	0.798***	1

***At 0.001 level (two-tail test), the correlation was significant.

4.2 Hypothesis Tests

Taking the superior developmental feedback as the independent variable, it is divided into two dimensions: positive feedback and negative feedback. Taking relational identification as the intermediary variable and family-like exchange as the dependent variable, this paper uses multi-level regression analysis to study the relevant direct effect and intermediary effect. The results are listed in Table 4. At the same time, bootstrap method was used to test the significance of mediating effect, and the results are listed in Table 5.

First, the direct effect of developmental feedback from superiors on family like exchange is tested. When controlling for gender, age, education background, unit nature, length of service and age, model 2 and model 4 show that superior developmental positive feedback has a significant positive effect on family like exchange ($\beta = 624$, $P < 0.001$), and superior developmental negative feedback also has a significant positive effect on family like exchange ($\beta = 343$, $P < 0.001$). Hypothesis H1 and H2 were verified. Then we analyze the direct effect of relational identification on family-like exchange, which can be obtained from model 5 and 6. Under the control of demographic variables, relational identification has a significant positive impact on family-like exchange, and hypothesis H3 is verified.

Next, we test the mediating effect of relational identification. On the basis of the direct effect of superior developmental feedback on family-like exchange, we put relational identification into the regression equation. Model 8 and 10 show that relational identification has a significant positive impact on family-like exchange ($\beta = 0.484$, $p < 0.001$; $\beta = 628$, $P < 0.001$), and the influence of superior developmental positive and negative feedback on family like exchange remained significant ($\beta = 0.333$, $p < 0.001$; $\beta = 109$, $P < 0.01$). Hypothesis H4 and H5 were verified.

In addition, this paper also uses bootstrap method to test the significance of mediating effect. The specific sampling number is set at 5000, and the level of confidence is set at 95%. The test results are listed in Table 5. From the results, the total effect of superior developmental positive feedback on family-like exchange is 0.6236, with confidence interval [LLCI=0.51, ULCI=0.725], excluding 0, so the hypothesis H1 is verified. The total effect of superior developmental negative feedback on family-like exchange is 0.3432, with confidence interval [LLCI=0.258, ULCI=0.428], excluding 0, so the hypothesis H2 was verified. In addition, the mediating effect of relational identity is 0.2903, and the confidence intervals are [LLCI=0.1955, ULCI=0.3804] and [LLCI=0.1512, ULCI=0.3273], excluding 0, reaching a significant level. Therefore, relational identification plays a mediating role between superior developmental positive feedbacks, superior developmental negative feedback and family-like

exchange, that is, hypothesis H4 and H5 are verified. At the same time, when relational identification is added into the model, the direct effects of superior developmental positive feedback and negative feedback on family-like exchange are reduced to 0.3333 and 0.1091 respectively, so relational identification plays a partial mediating role. Moreover, the mediating effects of relational identification account for 46.55% and 68.21% of the total effects respectively.

Table 4. Regression analysis results.

	Family-like Exchange			Relational Identification			Family-like Exchange			
	1	2	3	4	5	6	7	8	9	10
Gender	0.011	-0.028	0.088	-0.011	-0.048	0.073	-0.028	-0.005	0.088	0.042
Age	-0.073	-0.018	-0.071	-0.035	0.019	-0.032	-0.018	-0.027	-0.071	-0.051
Education	0.04	0.03	-0.039	0.048	0.038	-0.037	0.03	0.011	-0.039	-0.015
Organization Nature	-0.054	-0.031	-0.034	-0.048	-0.026	-0.026	-0.031	-0.019	-0.034	-0.018
Seniority	0.386***	0.107**	0.261***	0.323***	0.055	0.187***	0.107**	0.08**	0.261***	0.143***
Position	-0.028	-0.021	0.074	-0.012	-0.005	0.099	-0.021	-0.019	0.074	0.012
Positive Feedback		0.624***			0.6***		0.624***	0.333***		
Negative Feedback			0.343***			0.373***			0.343***	0.109**
Relational Identification							0.484***			0.628***
R ²	0.357	0.630	0.489	0.292	0.564	0.460	0.63	0.725	0.489	0.688
Δ R ²		0.274	0.133		0.272	0.168	0.274	0.095	0.133	0.198

Table 5. Bootstrap Test Results.

Positive Feedback	Effect	BootLLCI	BootULCI	Negative Feedback	Effect	BootLLCI	BootULCI
Indirect effect	0.2903***	0.1955	0.3804	Indirect effect	0.2341***	0.1512	0.3273
Direct effect	0.3333***	0.246	0.4164	Direct effect	0.1091**	0.0307	0.1918
Total effect	0.6236***	0.51	0.725	Total effect	0.3432***	0.258	0.428

5. Discussion

5.1 Conclusion

Based on the theory of social exchange, this paper constructs the intermediary model of superior developmental positive feedback, negative feedback, relational identification and family-like exchange, and reveals the cultivation effect of superior developmental feedback on family-like exchange. The results show that superior developmental positive feedback and negative feedback have a positive impact on family-like exchange; relational identification has a significant positive effect on family-like exchange; relational identification plays a mediating role between the positive and negative feedback of superior development and family-like exchange. Therefore, we can draw a conclusion: developmental feedback from superiors can effectively cultivate and develop the family-like exchange relationship between employees and organizations by improving employees' relational identification with superiors.

5.2 Theoretical and Practical Contribution

There are two theoretical contributions in this study: (1) based on the existing research, this paper confirms the role of superior developmental feedback in cultivating family-like exchange in Chinese context. On the one hand, it enriches the research on superior developmental feedback and explores the role of developmental feedback from positive and negative dimensions, breaking through the previous one-dimensional exploration, which confirms Xingshan Zheng's research on superior

developmental feedback. It broadens the thinking of exploring its positive influence in the future. On the other hand, most of the previous studies on the family-like exchange relationship start from the aspects of leadership style, working environment, employee characteristics, etc., ignoring the role of leaders and employees in the way of interaction feedback. This paper analyzes the formation factors of the relationship of family-like exchange from the perspective of developmental feedback, further widens the research scope of the relationship of family-like exchange, and provides new research directions, which has a certain theoretical value. (2) In this paper, relational identification is used as the mediating variable to further explain the internal process of superior developmental positive and negative feedback on the cultivation of like-family relationship. Based on the social exchange theory, this study provides a reasonable explanation for the formation and development of that from the perspective of the interaction between superiors and employees. Meanwhile, this paper finds that superior developmental feedback has a positive role in promoting relational identification, which expands the research of it on antecedents.

The management implications of this study are as follows: (1) Enterprises need to take the initiative to cultivate like-family exchange relationship and create family atmosphere in the organization. This study shows that superior developmental feedback has a positive impact on family exchange, so managers should be fully aware of the importance of this, and consciously provide information-based developmental feedback that can promote employee development and help employees improve performance. At the same time, the superior should constantly improve their own ability, and improve the feedback level of leaders in the organization through organizational learning and training. (2) Managers should properly handle and strengthen the relationship with employees, which has a significant impact on the performance of employees' work behavior. Managers can design targeted training and promotion channels, give enough support to employees, open multiple communication channels to shorten the distance with employees, and create a good relationship between superior and subordinate.

5.3 Limitations and suggestions for future research

Limited by the objective environment, this study may have three shortcomings: First, this paper uses the traditional quantitative method to study, and the variables involved are obtained by employee self-evaluation, which may be different from the actual work situation. Future researchers can try to use more realistic research methods such as observation method. Second, this paper only discusses the influence process of superior developmental feedback on like-family exchange from the perspective of relational identification. Future researchers can consider different perspectives, find more intermediary variables and boundary conditions, and more comprehensively explain the influence mechanism of superior developmental feedback on like-family exchange. Third, this study is limited to the Chinese context, and cannot determine whether it can achieve cross-cultural applicability. Future researchers can verify the applicability of like-family exchange relationship in different cultural backgrounds, expanding the scope of application of the study.

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