

Research on the Influence Mechanism of Supervisor Developmental Feedback on Employees' Job Performance

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Abstract: This paper constructs a research model of supervisor developmental feedback, feedback seeking behavior, emotional intelligence and job performance. The results show that supervisor developmental feedback has a significant positive impact on feedback seeking behavior and job performance. Feedback seeking behavior is a part of the intermediary actor supervisor developmental feedback on job performance. Emotional intelligence regulates the relationship between supervisor developmental feedback and employee job performance through the intermediary of employee satisfaction.

1. Introduction

As the main communication method of the organization, feedback is one of the common means for managers to intervene in employee behavior, and it has a positive effect on the improvement and improvement of employee performance. However, some researchers have found that feedback is not always a positive effect on employee performance. Kluger and DeNisi (1996) summarize the feedback through meta-analysis to achieve the goal of improving performance, but nearly one-third of the feedback reduces performance [1]. In the changing organizational environment, there are also many problems in the application of feedback in management practice. The main performance is that a single subordinate feedback method cannot meet the needs of employee performance improvement and company goal realization; the complexity of the organization environment makes employees get The feedback information is more confusing, and the content distortion is higher; the feedback tendency of employees is more difficult to capture and motivate [2].

At the same time, scholars have found through case studies that with the rapid development of society, individual values and behaviors are also changing. In the organization, employees want to get more feedback on their future development. Therefore, in order to meet the needs of employees and better maintain the survival and sustainable development of the organization, compared with the traditional evaluation feedback, the leadership should give employees more development feedback in a timely manner to meet the self-value realization and sustainable development of the organization. Leadership developmental feedback is closely related to the promotion of leadership behavior and the future development and improvement of employees. When employees receive leadership development feedback, they will drive their learning efficiency and work skills to improve their work performance. Guo Yun later included the work attitude as the result variable into the research, and more comprehensively and deeply supported the leadership development feedback has a positive and significant impact on employee performance. However, the study found that not all leadership feedback will be positively responded to by employees. Nease (1999) believes that the content of leadership feedback is different, and the behavioral responses of employees are not the same. In general, negative feedback will encourage employees to work harder, but it may also reduce their pursuit of goals and even refuse criticism. Positive feedback increases the level of effort employees strive to achieve [3].

In summary, Wang Chenguang (2017) believe that the feedback effect is good or bad because the feedback-induced feedback response is too complicated, not only affected by the feedback recipient itself, but also by social context factors. Therefore, this study incorporates emotional intelligence into the research model, and deeply studies the influence mechanism of leadership development feedback on employee's job performance, in order to provide targeted suggestions for the organization's improvement of employee performance in management practice [4].

This study believes that in the context of China, the mechanism of affecting the relationship between feedback and performance must be considered. The feedback effect is affected by the employee's emotional intelligence, and the feedback orientation of people with high emotional intelligence level will be clearer. Dahling et al. (2012) argued that compared with low feedback-oriented employees, high feedback-oriented employees cognitively believe that feedback is a valuable tool, so they tend to use feedback seeking means to achieve goals in organizational activities [5]. Therefore, this study incorporates emotional intelligence into the research model, and deeply studies the influence mechanism of leadership development feedback on employee's job performance, in order to provide targeted suggestions for the organization's improvement of employee performance in management practice.

2. Theoretical Assumptions and Assumptions

2.1 Supervisor Developmental Feedback and Feedback Seeking Behavior.

Zhou (2003) first proposed the concept of leadership development feedback. Development feedback refers to the leadership providing employees with a feedback method that is conducive to their learning, education and promotion. Leaders play the role of a mentor in this process, and the feedback content is not It only involves the past behavior evaluation of employees, and more is the future status of employees [6].

From the organizational level, the legitimacy status of the leadership gives its unique expert characteristics, and leadership behavior is an important factor affecting the work of employees. Therefore, in theory, leadership feedback has a significant positive effect on the improvement of employee performance. Moreover, in the organization, employees tend to pay more attention to the feedback given by the leaders. Especially when the information of the leadership feedback is beneficial to the development of the employees themselves, the employees will use this as a basis to correct their behavior and make decisions, thereby improving the performance level. For new employees, the leadership gives employees work guidance and role expectations so that new employees can better understand the work content and task expectations, which will help improve their mission performance.

In addition, from the perspective of feedback methods, feedback can be divided into control feedback and information feedback. Compared with control feedback, information feedback can stimulate employees' internal motivations by intervening in the perceptions and behaviors outside employees. Informational feedback includes not only the existing performance evaluation of employees, but also information about the future development of employees and the promotion of education. Therefore, leadership development feedback is information-based feedback, more information is provided to employees, and it does not set a lot of task goals for employees. It also gives employees a sense of attention while avoiding too much pressure on employees. Create a relaxed and pleasant atmosphere. Leadership development feedback gives employees a sense of care that allows employees to develop developmental feedback that may drive them to improve learning efficiency and work skills, thereby improving job performance.

2.2 Emotional Intelligence and Job Performance.

When leaders discover that employees' initiative feedback seeks behavior and affirms and supports their behavior, employees increase the frequency and quality of their feedback seeking behavior. Because the attitude and behavior of the leadership support feedback can encourage those employees with high feedback to perceive their feedback seeking behavior to be encouraged,

enhance their feedback and seek behavior, and further take feedback to seek behavior. Leading developmental feedback provides employees with valuable information relevant to their work, with the goal of helping employees improve their work competencies through learning and development. For employees, as the most direct supervisor, resource and information provider for their work, leadership development feedback is an important manifestation of leaders supporting their work and development. When employees feel the support of leaders, they will be more inclined to seek feedback from leaders.

At the same time, under the higher emotional intelligence level, the ability of employees to integrate information resources is more prominent. At this time, employees are full of confidence in their methods of work and tasks, and they do not care about the behavior of leaders. To a certain extent, they will weaken the initiative.

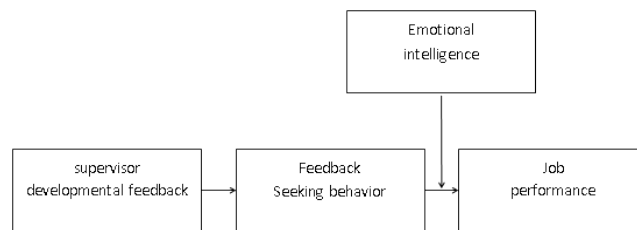


Fig. 1 Research model diagram

In summary, employees with higher emotional intelligence, after gaining leadership development feedback, create high-quality performance by optimizing the integration of information and resources they own. see Fig. 1.

3. Empirical Analysis

From Table 1, we can see that supervisor development feedback has a significant positive impact on employee performance. supervisor development feedback has a significant positive impact on employee feedback seeking behavior. Feedback seeking behavior has a significant positive impact on employee performance.

Table 1. Analysis of regression results between major variables

Dependent variable	Independent variable	β	t	p	BootLLCI	BootULCI
EI	SDF	0.318	6.040	<0.001	0.181	0.357
FSB	SDF	0.438	8.804	<0.001	0.345	0.543
EJB	SDF	0.224	4.184	<0.001	0.81	0.224
	FSB	0.251	4.711	<0.001	0.098	0.238

After controlling the impact of feedback seeking behavior, the direct effect of leadership development feedback on employee performance was weakened, $r=0.197$, $p=0.007$. According to the results of Bootstrap algorithm test, the developmental feedback of leadership development feedback through the feedback seeking behavior on employee performance is established, $r=0.283$, $p<0.001$, 95% confidence interval is [0.176,0.396].

Table 2. Mediating role of feedback seeking behavior

	SDF			EJB		
	β	Boot SE	p	β	Boot SE	p
SDF	0.548	0.059	<.001	0.197	0.081	0.007

FSB	0.471	0.084	<.001
a. b	0.283	0.055	<.001

4. Summary

supervisor developmental feedback has a significant positive impact on feedback seeking behavior and job performance. Feedback seeking behavior is a part of the intermediary actor supervisor developmental feedback on job performance. Emotional intelligence regulates the relationship between supervisor developmental feedback and employee job performance through the intermediary of employee satisfaction.

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