Relevant Comments and Prospects of Feedback-seeking Behaviors Research

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Abstract. Feedback is one of the important means for employees to improve their performance and has a significant impact on employee behavior correction. However, changes in the internal and external environment of the organization often make the single up and down feedback mode unable to meet the organizational goals. The emergence of feedback seeking is a good complement to the uncertainty brought about by environmental changes. Therefore, feedback-seeking behaviors is getting more and more attention from scholars and managers. This paper summarizes the research on employee feedback seeking behavior, introduces the concept connotation of employee feedback seeking behavior, discusses the influencing factors and results of employee feedback seeking behavior, and forecasts the future research direction.

Keywords: feedback-seeking, concept connotation of feedback, forecasts direction, research.

1. Introduction

Feedback, as an employee's daily behavior, frequently appears in the organization's operations. Studies have shown that feedback has a positive effect on employees' completion of work, and managers also use feedback as an important management tool for daily management. However, with the changes in the organizational environment and the continuous changes in organizational strategy, there have been many problems in the application of feedback in management practice. Therefore, how to obtain effective feedback information in time, weaken the uncertainty caused by the organizational environment, and improve the employee's willingness to feedback to achieve self-worth and job performance is urgently needed to be resolved. Employee feedback seeking behavior can make up for the shortcomings of the current traditional feedback methods. Since Ashford and Cumming have come up with feedback from the perspective of psychology, many researchers have done a lot of research around this field. Employees can actively seek feedback from leaders and colleagues to reduce the uncertainty caused by changes in the work environment, thus completing the work well. Studies have shown that employees who often seek feedback from leaders and surrounding colleagues have a higher level of personal performance evaluation and self-efficacy than others. In order to better promote and understand the feedback behavior of employees in the organization, this paper starts from the employee's feedback on the concept connotation, influencing factors and impact results of the behavior, and through the summary of the existing research, puts forward some research on the feedback of employees in the organization. Insufficient and prospects.

2. Feedback-seeking Behaviors Concept and Measurement Method

2.1 Feedback-seeking Behaviors Concept

Feedback-seeking behaviors refers to the process in which employees actively seek information from the surrounding leaders and colleagues in the organization to promote the completion of the work. The two decisive factors that influence employee feedback seeking behavior are value perception and cost, that is, when the employee seeks feedback, he will consider the cost and cost of seeking feedback. If the cost is too high, the employee will reduce or no longer seek feedback. At the same time, employees will also terminate feedback seeking if the information sought through feedback is too low-effective or if employees believe that the information is not valuable to their behavior. Feedback seeking behavior can also be defined as information about the individual

performance of employees provided by external individuals. After fully referring to the relevant literature, domestic scholars define feedback seeking behavior as a kind of scenario-based active behavior in which individuals actively seek information that is valuable to themselves in the organization and adapt to organizational and individual development needs.

2.2 Feedback-seeking Behaviors Measurement

The multi-dimensional concept of feedback seeking behavior determines that its measurement method is also multi-dimensional. Starting from the feedback seeking strategy, the feedback seeking includes two structural dimensions: direct inquiry and indirect observation. Seeking content based on feedback, feedback seeks include professional skills information, social assessment information, overall performance evaluation information, general information, and role information. From the characteristics of the feedback source, the feedback source is divided into leaders and colleagues. When we research feedback, the research content should be focused on the source of feedback. For example, scholars define the feedback source as the source of leadership based on their own research content when studying the leadership style's feedback on the feedback of knowledge workers. In summary, we can see that although the feedback seeking research scholars will focus on their own research content, the measurement dimensions are also different, but the difference is not significant.

3. Influencing Factors of Feedback-seeking Behaviors

Employee feedback seeking behavior is not only a positive individual behavior, but also an organizational behavior. Because employee feedback seeking behavior occurs not only by individual factors, but also by organizational context. Therefore, this paper analyzes from two aspects: individual factors and situational factors.

3.1 Individual Factor

Individual traits. Early scholars have shown through a large number of studies that the personal traits of employees have a great influence on his behavior. At present, the main traits of the feedback seeking behavior research are mainly on self-efficacy, observational learning, big five personality, self-esteem and so on. Seeking feedback behavior can not only help proactive employees to better adapt to changing work goals, but also increase the amount and diversity of information they need at work.

Individual cognition. Because of individual differences, their cognitive patterns also take different forms. For knowledge workers, their technical thinking will prompt them to generate high frequency feedback behavior. Some studies have also shown that an important factor affecting individual cognition is the employee's working years. The insecurities brought by new employees to reduce or eliminate the uncertainty of entry will speed up the process through feedback and seek opportunities to survive in the enterprise.

Behavioral motivation. Researchers believe that it is not easy for employees to seek behaviors in the organization. The individual feedback seeking behavior is not the internal information exchange, it is more in the interaction with others. So far, scholars believe that there are three kinds of motivations that have a great impact on employees' feedback and behavioral tendencies. Motivation to obtain useful information, impression management motivation and self-protection motivation.

3.2 Organizational Situational Factors

Group culture. Feedback seeking behavior not only helps to improve individual performance, but also greatly promotes the realization of organizational performance. Creating a feedback environment supported by feedback sources in the organization can offset cost perception, increase the expected value of feedback seeking, promote changes in individual behavior, and ultimately influence the initiative of individual feedback. The research found that a supportive feedback environment will reduce the potential negative impact of feedback. For those who are more skilled in targeting, the positive feedback culture has a positive impact on employees' feedback seeking behavior.

The degree of visibility of the situation. The employee's willingness to seek feedback will change as the situation becomes public. Through research, it is found that when the situation is open, employees will greatly reduce the number of feedbacks seeking behaviors, especially direct inquiry feedback seeking behavior, and if the individual expectations of employees are low, their feedback seeking behavior will be less. In the private context, the frequency of employee feedback seeking behavior is higher than the frequency of employee feedback seeking behavior in the public context.

Feedback source characteristics. Feedback source characteristics and individual perceptions of feedback sources can also influence feedback seeking behavior. For example, inclusive leadership has a positive predictive effect on employee feedback seeking behavior through the construction of team mental models. Abusive management increases the likelihood that employees will avoid feedback. After research, it is found that organizational composition diversity significantly affects individual feedback cognition, and then determines the strategies and frequency of employee feedback seeking behavior.

4. Feedback-seeking Behaviors Affects Results

Employees in different periods have different influences on the employees themselves because of different influence factors, and different impact results will also occur at different stages.

4.1 Accelerate the Process of Socialization.

The new generation of employees entering the job, the insecurities caused by changes in the work environment, strengthen the desire of employees to seek help. In order to adapt to the job requirements and accelerate their socialization process, employees will actively improve the frequency of their feedback seeking behavior.

4.2 Improve Job Performance.

A large number of studies have shown that employee feedback seeking behavior has a positive effect on individual performance evaluation. There is a positive relationship between achievement goal orientation and employee feedback seeking behavior.

4.3 Promote Management Practices.

The results of feedback seeking behavior not only have a significant impact on the feedback seeking subject, but also on organizational management practices. For example, feedback-seeking behavior of knowledge workers has a positive impact on organizational innovation performance.

5. Summary

The study of single situational factors turned to the study of the interaction of multidimensional situational factors. At present, the research on feedback seeking behavior still stays in the single situation factor dimension, which leads to inconsistent research results, which brings great confusion to managers how to improve performance. Future research should be further extended in the direction of multi-dimensional scenario research.

Feedback seeks behavioral research from the perspective of leaders. A large number of studies have confirmed that the characteristics of the feedback source will affect the quality and quantity of the information received by the feedback receiver. The relationship between the feedback source and the feedback receiver also affects the feedback seeker to choose different ways for information feedback seeking. The current research is still stuck in the research on the feedback of middle managers and employees, and there are few researches on the amount of feedback seeking to organize senior managers or leaders. At present, research on this aspect has not yet started and needs further study.

The need for cross-cultural research. At present, most of the research on feedback seeking behavior is based on American culture, so whether the research results can be directly applied to management

practices in other cultural backgrounds and whether problems in existing management practices can be well solved. It is still open to question.

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