

Supervisor Developmental Feedback and Employee Job Performance: Chain Mediation of Emotional Intelligence and Feedback Seeking

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Abstract—Feedback, one of the most common employee behavioral interventions in an organization, has a major impact on managers leading employees to achieve organizational goals and improve performance. But this is not the case. When feedback is used as a negative evaluation, employees intentionally evade or not accept, so that they cannot achieve the purpose of correcting behavior and improving performance. Supervisor development feedback, as an information-based behavior, has an important impact on employee skills development and future development, and achieves the goal of improving performance in a relaxed and pleasant atmosphere. Through practical research, it is found that feedback is a very important factor in the process of affecting performance. When employees are able to actively seek feedback from leaders, the leadership is more supportive of employee activities, and on the other hand, employees are more able to accurately capture leadership feedback information, so as to achieve quick resolution of problems and improve work performance. Under the special background of paying attention to the philosophy of human beings in China, we incorporate emotional intelligence into the research, which can better reflect the authenticity of research and constructive suggestions for business management practice.

Keywords—Supervisor Developmental Feedback; Feedback Seeking Behavior; Emotional Intelligence; Job Performance

I. INTRODUCTION

Equal dialogue, cooperation and mutual benefit have become mainstream ideas in contemporary China. Therefore, the philosophical and philosophical philosophy of "Folk and Confucianism" is becoming more and more popular. It has been found through practice that "Folk and Confucianism" helps leaders to create a good feedback atmosphere while helping employees in the organization solve problems and improve employee productivity, thereby accelerating organizational goals and employee performance improvement. It can be seen that leadership feedback as a "cardiotonic agent" still has a significant impact on the organization's sustainable development and employee performance. However, in the face of complex interpersonal relationships, especially in the workplace, management practitioners and theoretical researchers find that feedback is not always positive for employee performance, with nearly one-third of feedback giving performance decline (1). Some scholars have found out

the reasons for the influence of leadership development feedback on performance improvement: On the one hand, in the face of the information-based behavior of leadership development feedback, feedback recipients can actively seek feedback from leaders to ensure that the feedback process can be carried out; On the one hand, feedback to the subject's high level of emotional intelligence is also a prerequisite for ensuring smooth feedback from the upper and lower levels. Especially in the specific cultural background of China's emphasis on relationship philosophy, the level of emotional intelligence can determine whether the feedback subject can accurately capture feedback. Content to promote work task completion and personal performance improvement. Therefore, it is particularly urgent and important for management practitioners to explore the utility of emotional intelligence in the process of leadership feedback and employee feedback seeking this two-way communication and to confirm whether it has a significant impact on employee performance in China context.

A large number of studies at home and abroad have shown that leadership behavior, especially feedback behavior, has an important impact on employee behavior and attitudes. However, the research is more divided from the feedback source, feedback content and feedback receivers. It can't reflect the individual's perception and response to feedback, resulting in a relationship between feedback and performance. The results of the research are very different (2). The differences in the characteristics of nature and the feedback seeking to improve the effectiveness of two-way communication are even scarcer. Based on the above analysis, this study intends to build and verify the influence mechanism of leadership development feedback on employee performance based on domestic and foreign research, especially by testing the chain mediation of emotional intelligence and feedback seeking behavior to deepen leadership development. The understanding of the mechanism of sexual feedback plays a better role in revealing the "black box" of the influence of leadership behavior on employee behavior, and it provides references and suggestions for management practitioners to better exert feedback effectiveness and promote performance improvement.

II. RESEARCH HYPOTHESIS

A. *Supervisor Developmental Feedback, Emotional Intelligence, and Feedback Seeking Behavior*

Feedback among leaders is one of the most important ways to intervene in the organization's daily management, and has an important impact on the achievement of organizational goals. In particular, when leaders provide employees with developmental feedback and other care behaviors, employees will be more inclined to seek relevant feedback from leaders to promote their skills and work tasks (3). However, in management practice, not all leadership feedback will be positively responded by employees, and employee behavioral responses will vary according to the leadership feedback. Leadership Developmental Feedback is an information-based feedback behavior that continually motivates employees' internal motivations and helps employees quickly adapt to stressful environments and clarify job roles to achieve individual performance and organizational goals.

Based on feedback theory, in the organization, positive feedback methods such as leadership development feedback are more likely to stimulate employees' active behavior. Compared with colleagues, this feedback source is more inclined to seek feedback from leadership feedback sources. Before the intention arises from the behavior, the employees with high emotional intelligence level are more active in the organization. Compared with the employees with low emotional intelligence level, they are more willing to actively seek feedback from the leaders to solve the problems encountered in the work.

Hypothesis 1a: Leadership developmental feedback has a significant positive impact on employee emotional intelligence;

Hypothesis 1b: Employee emotional intelligence has a significant positive impact on employee feedback seeking behavior;

Hypothesis 1c: Employee Emotional Intelligence plays a mediating role in the relationship between leadership development feedback and employee feedback seeking behavior.

B. *Supervisor Developmental Feedback, Emotional Intelligence and Job Performance*

At the organizational level, leadership positive behavior has a significant role in promoting employee performance. Leading developmental feedback as a positive behavior provides new employees with job guidance and role expectations to enable employees to better understand the content and tasks of their work, thereby improving the performance of new employees (4). In other words, when the leader not only pays attention to the employee's work status, but also pays more attention to the employee's life emotion, this behavior process will help the employee to clear the meaning of the work and improve the work performance.

There is a significant correlation between emotional intelligence and employee work performance. Employees with high emotional intelligence level are good at analyzing and controlling their emotions, less unpleasant emotions are

brought into the work, and they can recognize other people's emotions well and adopt appropriate methods. Communicate and cooperate to establish a good working environment for yourself and achieve the purpose of improving performance.

Providing developmental feedback to employees does not mean that leaders will provide formal feedback such as job performance or rewards. More is to provide useful or valuable information to employees, so employees may not be able to comprehend or fully comprehend leadership intention. Employees with higher emotional intelligence levels can more accurately understand the information received and understand the connotation in this process, and then decide their own response behavior according to different scenarios. In other words, the effectiveness of leadership development feedback depends on the perceived level of perception and the perceived accuracy of the employee's developmental feedback. In the interaction between leaders and employees, the emotional intelligence of employees determines the quality and degree of interaction between the two. The higher the emotional intelligence of employees, the better the leadership's developmental feedback can be analyzed to better analyze the information provided in the leadership development feedback, thereby improving individual performance.

C. *Supervisor Developmental Feedback, Feedback Seeking Behavior and Job Performance*

Leadership development feedback has guiding and stimulating functions for employees, which is beneficial to employees' learning and work tasks. It helps to encourage employees to actively seek feedback information, help employees to correct their behaviors and make decisions at work, and promote employee performance (5). Improvement. Social exchange theory believes that leadership development feedback provides employees with valuable information related to their work, and helps employees to improve their work competencies through learning, so that they feel the importance and care of organizations and leaders. In this way, the stronger the social exchange relationship between employees and leaders, the higher the quality of exchange, the stronger the sense of responsibility and obligation of employees to reward leaders.

Hypothesis 3a: Leadership developmental feedback has a significant positive impact on employee feedback seeking behavior;

Hypothesis 3b: Employee feedback seeking behavior has a significant positive impact on employee performance;

Hypothesis 3c: Employee feedback seeking behavior mediates leadership development feedback and employee performance.

D. *Emotional Intelligence, Feedback Seeking Behavior and Job Performance*

A large number of studies at home and abroad have shown that the level of emotional intelligence has an important impact on the behavior and performance of employees in the organization. At work, employees with higher emotional intelligence levels can use their more appropriate ways to get

along with colleagues and leaders, better communicate their ideas, goals and wishes, and consciously improve the relationship with supervisors and colleagues, through their own superb The interpersonal relationship processing ability promptly leads the feedback information seeking problem solving, so as to achieve the goal of personal performance improvement. Based on the above analysis, this study proposes the following assumptions:

Hypothesis 4: Feedback seeking behavior mediates emotional intelligence and employee performance.

E. Chain Mediating of Emotional Intelligence and Feedback Seeking Behavior

In theory, leadership development feedback has a positive effect on employee performance, but in the research, it is found that not all developmental feedback has a significant effect on performance. The reason is that feedback is a dynamic two-way communication process, including feedback source, feedback receiver and feedback content. The individual characteristics of feedback recipients, feedback sources and information content itself will affect the role of feedback. effect. The effectiveness of leadership feedback is not only dependent on the quality of leadership feedback, but also on whether employees can capture leadership feedback that is conducive to solving problems and improving their work (6). On the other hand, the feedback from the recipient is not considered to seek an improvement in the effectiveness of the two-way communication. When the employee gets the information from the leadership feedback, whether it can understand its connotation well, and once again confirms the feedback to the leader, the process of feedback interaction is completed. Therefore, this study believes that leadership development feedback provides only employees with high levels of emotional intelligence, will actively receive and organize information and solve work problems, thereby improving work performance. Based on the above analysis, the following assumptions are made:

Hypothesis 5: Leadership Developmental Feedback Positive impact on employee performance through employee chain intelligence and employee feedback.

III. RESEARCH RESULT

This study used a multivariate linear stepwise regression method to test the direct effects of leadership development feedback, emotional intelligence, feedback seeking behavior and employee performance. The regression results are shown in Table I. Specifically, leadership development feedback has a significant positive impact on emotional intelligence ($\beta=0.318$, $P<0.001$), assuming H1a is validated; emotional intelligence has a significant positive impact on employee feedback seeking behavior ($\beta=0.344$, $P<0.001$), assuming H1b is validated; leadership development feedback has a significant positive impact on employee performance ($\beta=0.224$, $P<0.001$), assuming H2a is validated; emotional intelligence has a significant positive impact on employee performance ($\beta=0.300$, $P<0.001$), assuming H2b is validated; leadership development feedback has a significant positive impact on feedback seeking behavior ($\beta=0.438$, $P<0.001$), assuming H3a is validated;

feedback seeking behavior has significant positive impact on employee performance The impact ($\beta=0.251$, $P<0.001$), assuming H3b is verified.

TABLE I. ANALYSIS OF REGRESSION RESULTS BETWEEN MAJOR VARIABLES

Dependent variable	Independent variable	β	t	p	Boot LLCI	Boot ULCI
EI	SDF	0.318	6.040	<0.001	0.181	0.357
FSB	SDF	0.438	8.804	<0.001	0.345	0.543
	EI	0.344	6.637	<0.001	0.290	0.534
EJB	SDF	0.224	4.184	<0.001	0.81	0.224
	EI	0.300	5.752	<0.001	0.159	0.324

The effect value of the development feedback of emotional intelligence intermediary leadership on feedback seeking behavior is 0.0697, and the confidence interval is [0.0305, 0.1199]. The effect of developmental feedback on emotional intelligence intermediary leadership on employee performance is 0.0488, and the confidence interval is [0.0233, 0.0794]. The above two mediation confidence intervals do not contain "0", indicating that the mediating effect of emotional intelligence on supervisor development feedback on feedback seeking behavior and the influence of supervisor development feedback on employee performance is significant, so hypothesis 1c and hypothesis 2c were established.

The effect value of employee feedback seeking behavior intermediary emotional intelligence on employee job performance was 0.0526, and the confidence interval was [0.0210, 0.0884]. The feedback value of employee feedback seeking behavior intermediary supervisor development feedback on employee performance is 0.0377, and the confidence interval is [0.0134, 0.0719]. The above two mediation confidence intervals do not contain "0", indicating that the mediator effect of employee feedback seeking behavior on emotional intelligence on employee performance and supervisor development feedback on employee performance is significant, so hypothesis 3c and hypothesis 4 established.

The results are shown in Table II. The continuous mediating effect of emotional intelligence and feedback seeking behavior on supervisor development feedback and employee performance is shown in Table II. Specifically, the mediating effect value of emotional intelligence independence is 0.046, the confidence interval is [0.021, 0.079], the mediating effect value of feedback seeking behavior independence is 0.033, the confidence interval is [0.007, 0.066], emotional intelligence and feedback seeking The continuous mediating effect of behavior on supervisor development feedback and employee performance is 0.007, and the confidence interval is [0.01, 0.017]. In addition, the total indirect effect confidence interval is [0.046, 0.136], and does not include "0". Therefore, the continuous mediating effect of emotional intelligence and feedback seeking behavior on supervisor development feedback and employee performance is significant, so hypothesis 5 is established.

TABLE II. ANALYSIS OF REGRESSION RESULTS BETWEEN MAJOR VARIABLES

Variable	β	BootSE	BootL LCI	BootUL CI
ALL	0.086	0.023	0.046	0.136
SDF-EI-EJB	0.046	0.015	0.021	0.079
SDF-FSB-EJB	0.033	0.015	0.007	0.066
SDF-EI-FSB-EJB	0.007	0.04	0.01	0.017

IV. SUMMARY

Supervisor development feedback has a significant positive impact on emotional intelligence, feedback seeking behavior and employee performance; emotional intelligence plays a mediating role in the influence of supervisor development feedback on feedback seeking behavior; feedback seeking behavior in emotional intelligence The role of employee work performance plays a mediating role; feedback seeking behavior plays a mediating role in the influence of supervisor development feedback on employee performance; emotional intelligence and feedback seeking behavior continue to mediate the influence of supervisor development feedback on employee performance effect.

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