

# The Influence and Mechanism of Supervisor Developmental Feedback on Employee's Work Engagement

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**Abstract.** This essay constitutes a research model among supervisor developmental feedback, employee satisfaction, interactive justice and employee's work engagement. Then empirical research is done through Multiple Linear Regression. The results show that supervisor developmental feedback has positive effect on employee satisfaction and employee's work engagement. Interactive justice moderates the relationship between supervisor developmental feedback and employee's work engagement. Employee satisfaction mediates the relationship between supervisor developmental feedback and employee's work engagement and moderation effect of employee satisfaction on them.

**Keywords:** supervisor developmental feedback, employee satisfaction, interactive justice, employee's work engagement.

## 1. Introduction

The working of all employees is one of the winning methods to enhance the competitiveness of enterprises. Therefore, it is always a hot issue in the industry and academic circles to help employees realize the combination of self and work roles. Increasingly complex internal and external environments have led to employee information barriers, which is the main cause of employee burnout. Feedback from the upper and lower levels is an important way to organize information communication. Strengthening the feedback from the upper and lower levels helps to reduce the phenomenon of job burnout caused by information block. Leadership, as the publisher of organizational information, has a significant impact on appeasing employees' job burnout due to information blockage [1]. As a workplace subject, the new generation of employees have a strong developmental demand in the organization [2], their self-awareness and self-value orientation are outstanding, and they hope to receive more feedback and trust from the leaders [3]. Therefore, leadership feedback is an important form of organizational feedback and has a higher incentive value for employees. The relationship between the feedback style of the research leader and the content of the work input to the subordinates is very important for the management of the enterprise.

Therefore, this paper tentatively constructs the leadership development feedback and the subordinate work input research model, takes the interaction fair as the adjustment variable, and uses the employee satisfaction as the mediator variable to explore the influence mechanism of the leadership development feedback on the subordinate work input. Exploring the impact of subordinate work inputs affected by leadership behavior in the organizational context, with a view to deepening the study of the outcome variables of domestic leadership development feedback.

## 2. Theoretical Basis and Research Hypothesis

Feedback is one of the most common employee behavioral interventions in the organization's day-to-day management. It is a dynamic process that helps guide the organization's employee behavior in line with organizational goals. The amount and frequency of feedback has a significant impact on employee behavior [4]. Leadership, as the most important source of feedback in the organization, is one of the main reasons for employee behavior correction. The influence of different leadership feedback methods on employee behavior is different [5]. The concept of leadership developmental feedback was first proposed by ZHOU, referring to a kind of feedback that the leader provides subordinates with high value to help them improve and improve [6]. Leading developmental feedback is more about future-oriented behaviors that support employee behavior modification. Leaders are

more responsible for the role of mentor [7]. Research shows that there is a direct influence between leadership development feedback and employee behavior, but the past research is more about why leadership development feedback can significantly affect subordinate behavior, and how it affects the mechanism, what mediators influence and mediating effects. How is it still relatively small. Therefore, this paper takes employee satisfaction as an intermediary, and adopts the adjustment variable of interaction fairness to explore the influence mechanism of leadership development feedback on subordinate work input.

## **2.1 Supervisor Developmental Feedback and Employee's Work Engagement.**

Work input is on the one hand a perceptual variable and on the other hand an incentive variable. Work input is the most effective predictor of job performance relative to other individual factor variables [8]. Leadership development feedback is one of the forms of supportive feedback that can provide useful information and help for subordinates to learn and improve. At the same time, high-frequency leadership development feedback can make interaction fair and better, and bring higher levels of satisfaction and happiness to the organization's employees. In turn, employees will show a strong investment in work. The motivation theory of work believes that the new generation of employees' work motivation level is more devoted to the realization of their own values. The ambitious people have higher personal values and will try to find proof in their work. Therefore, the new generation of employees demonstrate a high level of satisfaction in an environment where the organization provides full freedom and fairness, and when the leader provides valuable information for the development of the employee, the employee will show a different work input than the ordinary person, thus promoting the organization. Development [9].

H1: Leadership development feedback has a significant positive impact on subordinates' work input.

## **2.2 Supervisor Developmental Feedback and Employee Satisfaction.**

Employee satisfaction is proposed by HOPPOCK et al. (1953). It refers to the physical and psychological satisfaction of employees in the work environment and is a subjective feeling of employees in their work environment. Since then, the research work has become more and more in-depth, and domestic researchers have combined the research of predecessors to discuss employee satisfaction in the Chinese context, and proposed five major factor models. Shi Kan and others believe that leadership behavior and work itself have significant satisfaction with employee work. Impact [10]. Cognitive evaluation theory believes that external information plays a role through the individual. When the external environment can meet the capacity needs and autonomy needs of employees, employees will increase their work input, and vice versa, weaken their internal motivation and reduce their work input [11]. When the leader uses the positive feedback language that enhances the sense of autonomy and ability as an external reward, the employee will give back a strong investment.

H2: Leadership development feedback has a significant positive impact on employee satisfaction.

## **2.3 The Intermediary Function of Employee Satisfaction.**

Subordinate work input as an individual factor variable is not only affected by individual perception ability, but also the influence of situational factors such as organization and leadership is more significant [12] [13]. According to Daria Sarti (2015), the level of work input is directly affected by leadership behavior, especially the sufficient number of learning opportunities as external factors directly affect the improvement of work input level [14].

H3: Employee satisfaction plays a mediating role in the relationship between leadership development feedback and subordinate work input.

H4: Employee satisfaction plays a mediating role in the adjustment of interaction between leadership development feedback and subordinate work input.

## 2.4 The Regulating Role of Interactive Justice.

Interaction fairness can reflect the quality of communication between the upper and lower levels and peers in the organization. Feedback is the most common form of communication in an organization, and its quality is affected to some extent by the fairness of interaction. Feedback fairness refers to whether the organization in the organization, including the superior, can respect the employees, whether the behavior is decent, whether the words are frank, and whether the behavior of the subordinates can be defended. Once these conditions are met, employees will feel that they have enough respect and trust. In this organizational context, employees will actively respond to leadership behavior [15]. If the leader is rude or disrespectful when communicating with the subordinates, even if the information helps the future development of the employee, the employee will be in a state of silence, and even become resistant, reducing the degree of engagement with the work. Even reducing work input [16]. Therefore, employees with high interaction and fairness will be more responsive to leadership development feedback, showing a higher level of trust to leaders, thus showing a stronger investment in work [17].

H5: Interactive fairness positively regulates the relationship between leadership development feedback and employee satisfaction.

H6: Interactive fairness positively regulates the relationship between leadership development feedback and subordinate work input.

In summary, the research framework of this paper is shown in Figure 1.

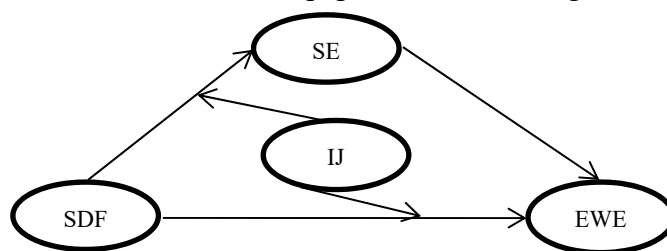


Fig. 1 A Conceptual Model of the influence Mechanism of supervisor developmental feedback on employee's work engagement

## 3. Method

Research to maximize the authenticity of the questionnaire. A total of 240 questionnaires were distributed in this survey, 218 were returned, and 209 valid questionnaires. In view of the fact that all the measurement items in this questionnaire design are filled in by the respondents, the problem of homology method deviation may occur. Therefore, before the questionnaire survey, the confidentiality and anonymity of the questionnaire are emphasized to the respondents and the principal responsible person, so that the respondent can be assured of the real answer. In this paper, the Harman single factor method is used to test the severity of the deviation of the homologous method. After analysis, it is found that all the items account for 64.30% of the variance, a total of 8 factors are precipitated, and the maximum explanatory variation of the first factor is 30.56%, which is not exceeded. The recommended value is 50%. Therefore, it can be concluded that there is no serious problem of homologous method deviation between the variables in this study, and the relationship between the variables is reasonable and credible.

## 4. Data Analysis

As shown in Table 1, it can be seen from Model3 that leadership development feedback has a significant positive impact on subordinates' work input ( $=0.342$ ,  $P < 0.001$ ), and H1 is supported. According to Model1, leadership development feedback has a significant positive impact on employee satisfaction ( $=0.347$ ,  $P < 0.001$ ), and H2 is supported. According to Model5, employee satisfaction has a significant intermediary role in leadership development feedback and subordinate work input relationship (employee satisfaction = 0.449,  $P < 0.001$ ), due to leadership development

feedback coefficient ( $=0.186$ ,  $P < 0.05$ ) at 0.05 The level is significant. Therefore, employee satisfaction partially mediates the impact of leadership development feedback on subordinates' work input, and H3 is supported. According to Model 6, employee satisfaction has a significant mediating effect on the interaction between leadership development feedback and subordinate work input (employee satisfaction =  $0.369$ ,  $P < 0.001$ ), and H4 is supported. According to Model2, interaction fairness positively regulates the influence of leadership development feedback on employee satisfaction (interaction fair =  $0.178$ ,  $P < 0.05$ ), H5 is supported. Finally, from Model 4, interaction fairness positively regulates the influence of leadership development feedback on subordinate work input (interaction fair =  $0.279$ ,  $P < 0.001$ ), H6 is supported. So far, all the research hypotheses in this paper have been verified and supported.

Table 1. Regression Results

variable	Employee Satisfaction		Employee's Work Engagement			
	Model1	Model2	Model3	Model4	Model5	Model6
Gender	-0.168**	-0.171**	-0.189**	-0.191***	-0.113	-0.128*
Age	0.062	0.012	0.014	-0.056	-0.013	-0.060
Education	0.093	0.109	-0.083	-0.059	-0.125*	-0.099
Marital Status	0.115	0.102	0.165*	0.147*	0.113	0.109
Working Years	-0.005	0.020	-0.001	0.034	0.001	0.027
Job Attribute	-0.074	-0.088	-0.090	-0.112	-0.057	-0.080
Type of Company	-0.009	-0.010	0.062	0.059	0.066	0.063
Industry	0.031	0.035	0.141*	0.146*	0.128*	0.134*
SDF	0.347***	0.311***	0.342***	0.281***	0.186**	0.167**
ES					0.449***	0.369***
IJ		0.178**		0.279***		0.213***
SDF X IJ		0.150*		0.185**		0.130**
R <sup>2</sup>	0.207	0.267	0.224	0.347	0.384	0.446
$\Delta R^2$		0.060		0.123	0.037	0.062
F	5.773***	6.532***	6.380***	9.503***	12.318***	13.164***

## 5. Summary

This paper examines the relationship between leadership development feedback, employee satisfaction, interaction equity, and subordinate job input by performing multiple linear regression analysis on the collected 209 valid questionnaire data. The empirical research results show that leadership development feedback has a significant positive impact on employee satisfaction; leadership development feedback has a significant positive impact on subordinates' work input; employee satisfaction partial intermediary leadership development feedback on subordinate work input The impact of employee satisfaction on the interaction between leadership development feedback and subordinate work input is significant; interactive fairness positively regulates the influence of leadership development feedback on employee satisfaction; The influence of leadership development feedback on subordinate work input.

In view of the fact that the sample collection in this paper is based on the entrusted network platform distribution and street interception investigation, although the confidentiality and anonymity of the research are promised, because part of the questionnaire is filled in remotely, the truth of the questionnaire cannot be guaranteed to the greatest extent. Future research can seek more variables to control and explore the impact mechanism of leadership development feedback on subordinate work inputs.

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