

## Research on the Role of Superior Developmental Feedback on Employee Innovation Performance

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**Abstract:** Previous studies have shown that supervisor developmental feedback has a positive impact on employees' work behavior, but how supervisor developmental feedback affects employees' work behavior has not been systematically explained. Therefore, the author studies the effect of supervisor developmental feedback on employee innovation performance. The results show that supervisor developmental feedback plays a positive role in promoting employee job satisfaction and performance, and job satisfaction not only has a significant positive impact on employee job performance. It also plays a partial intermediary role in the relationship between superior development feedback and employee work performance. Managers need to support employees' innovative processes such as problem identification and information processing. Managers need to manage their own innovation expectations in feedback.

### 1. Introduction

Feedback is ubiquitous in organizations and is one of the important contents of human resource management research [1]. Huawei founder Ren Zhengfei mentioned at the 2013 annual cadre work conference that "we only allow employees to exert subjective initiative and creativity on the main channel, and cannot blindly innovate and divert the company's investment and strength" [2]. On the one hand, the enterprise is in a highly uncertain business environment, and it is urgent for employees to change from the passive behavior mode to the active behavior mode under the traditional performance appraisal [3]. For enterprises, in the current era, the rapid update of knowledge and technology has brought tremendous impact to enterprises. The globalization trend is both an opportunity and a challenge, and enterprises must gain an advantage in competition [4]. We must forge ahead in constant innovation. Without innovation, enterprises will lose the impetus to advance. And in today's competitive Internet plus era, from the national level or the enterprise level, it has independent intellectual property rights and core technology [5]. It can be seen that employees' blind innovation will bring negative effects to enterprises, and the feedback from superiors plays a key guiding role in the process of employees' innovation. In an organization, feedback sources mainly come from five aspects: organization, superiors, colleagues, tasks and themselves. Supervisors are regarded as the most valuable information sources by employees. On the other hand, the relaxed atmosphere needed by employees' initiative innovation behavior contradicts the role orientation between superiors and subordinates.

Competition in the 21st century is the competition of comprehensive national strength. Innovation and breakthrough in science and technology are the commanding heights of competition of comprehensive national strength [6]. Only by constantly improving their innovative and creative abilities can they conform to the trend of development and keep advancing. Generally speaking, formal performance evaluation is regarded as an ideal platform for supervisors to provide feedback to employees [7]. However, performance evaluation does not always have a positive impact on employees. In China's management situation, innovation behavior can be divided into active and passive innovation behavior based on the difference of innovation motivation. Therefore, as the main body of scientific and technological innovation, it is of great significance for enterprises to develop and enhance their innovation ability [8]. Employees are the pillar of daily production and development of enterprises, and also the source of innovation, creation and development of enterprises, and the largest competitive resources in the market. Therefore, this paper attempts to

study the influence mechanism of superior development feedback on employee innovation performance based on rational behavior theory [9]. This indicates that employees are eager to obtain developmental feedback, so the superior may need to change the way past formal performance assessment feedback to influence employee attitudes and behaviors [10]. Compared with passive innovation behavior, active and innovative employees will actively improve the work environment and take risks. Relevant research also shows that positive and active behavior can continue to create high performance.

## **2. Theoretical Basis and Research Hypothesis**

### **2.1. Superior development feedback and employee initiative innovation**

With the rise of individual values and changes in employment relationships, the role of superior development feedback has become increasingly prominent. Employee innovation performance refers to the intentional generation, promotion and implementation of new ideas of employees in job roles, work groups or organizations to facilitate role performance, groups or organizations. Guided by the ability of employees to improve their future performance, without requiring employees to complete specific tasks. Its characteristics include: First, the feedback comes from the superior, and the superior adjusts the feedback content and feedback behavior according to the observation. If an enterprise wants to maintain its competitive advantage for a long time, it must attract and cultivate a competitive workforce to promote its innovation and development. Therefore, how to improve the innovation performance of employees is one of the important tasks of enterprise management, and the influencing factors of employees' innovation performance have become the focus of academic attention. At the same time, scholar studies show that supervisor developmental feedback can promote employee innovation. Therefore, superior developmental feedback may stimulate employees' intrinsic work motivation, which is different from traditional feedback which influences employees' cognitive and behavioral responses through external intervention (such as positive feedback and negative feedback).

### **2.2. The Mediating Role of Innovation Process Input**

In organizations, employees tend to follow conventions rather than innovate because of their limited time and energy. In the past, the research on superior developmental feedback and innovation was generally based on intrinsic motivation and social exchange theory, but people are rational. Before making innovative activities, they will consider the significance and consequences of their own activities by synthesizing various information. Previous studies neglected the rational hypothesis of people. From this, we can see that the information transmitted by supervisor's developmental feedback is related to employees' future behavioral outcomes. Innovation is the strategic choice for enterprises to gain competitive advantage, which is of great significance to the survival and long-term development of enterprises. The feedback seeking behavior has been identified as a positive behavior, which usually manifests itself in the way the individual is actively or indirectly monitored. Acquiring evaluative information such as performance, role orientation, and organizational adaptability for self-adjustment rather than passively waiting for a positive behavior of superiors or organizational feedback. It can reflect the psychological needs of employees, and employees can also control and improve their performance through feedback. Therefore, it is more conducive to improving employee job satisfaction and promoting the improvement of employee work performance.

## **3. The Influence of Superior Development Feedback on Employee Innovation Behavior**

There are five different sources of feedback for performance feedback: organizational feedback, superior feedback, peer feedback, the task itself, and the employee's own feelings and thoughts. Those few employees who are proactive in seeking feedback have higher personal development, performance levels, and enthusiasm for innovation. It can be seen that employee feedback seeking behavior has a positive impact on its innovation performance. What measures should be taken by

enterprises to effectively stimulate employees' positive feedback seeking behavior to enhance their innovation performance is worth considering. Although rational behavior theory has a conceptual distinction between subjective norms and behavioral attitudes, both have a common belief base. Therefore, in management practice, managers should not only point out the shortcomings of employees' work or evaluate their work, but also provide valuable information for their development as consciously as possible, so as to guide employees to work towards the expected goals of managers. Feedback source is reliable, in this case, feedback will have a greater impact on employees' behavior. It belongs to the information feedback mode and provides useful information for development and improvement in a relatively free atmosphere. Feedback from different feedback sources can directly affect performance, but also indirectly affect performance by affecting the trust level of recipients.

Recent studies on regulatory orientation have shown that regulatory orientation is influenced by a variety of variables. The existing research is sorted out and summarized, and table 1 is drawn.

Table 1 Comparison of two self-regulatory orientations

Comparison Items and Adjustment Orientation	Lifting adjustment orientation	Defense Regulation Orientation
Motivational differences	Enterprising Motivation, Pursuing Development and Change	Stable Motivation, Maintain Routine and Status Quo
Pursuing goals	"Ideal Self", Focusing on Growth, Progress, Achievement, etc.	"Should aim", pay attention to responsibility, obligation, safety, insurance, etc.
Target result	Realize one's own ideal and hope, pay attention to development and self-realization	Avoid failures and mistakes, pay attention to responsibilities and obligations
Emotional experience	Happiness or Depression	Calm or anxious
Behavior strategy	Promotion Strategy for Pursuing Goals	Pursuing Defense Strategies to Prevent Mistakes
Emphasis on Behavior Regulation	Get rewards	Circumvent punishment
Outcome response	Sensitivity to positive outcomes	Sensitivity to negative outcomes

Superior feedback is the most common way of feedback in organizations. Previous studies have shown that it has a positive effect on improving subordinates' job satisfaction and reducing subordinates' role stress. Psychologists point out that individual behavior is the product of the interaction of environment, behavior and psychology. Maintaining a certain degree of communication between superiors and subordinates can meet the social needs of employees, not only improve subordinates' job satisfaction, but also alleviate their role ambiguity in the work. For subordinates, leadership's developmental feedback gives subordinates loose space while providing key information, so it is more likely to stimulate employees' work interest and intrinsic motivation. The superior development feedback reflects the active support and expectations of the superiors for employee learning, innovation and development activities. At the same time, the uncertainty of the work itself requires the superior to communicate with the subordinates frequently, and timely guide and help the employees to be uncertain. This is because informal communication is more conducive to the sharing of tacit knowledge.

#### 4. Conclusions

Based on the rational behavior theory, the model of the influence mechanism of superior development feedback on employee innovation performance is constructed. The superior developmental feedback significantly positively affects job performance, indicating that the superior can improve employee performance by providing employees with valuable information for

learning or development. At the same time, in the process of job feedback, managers should pay attention to the form and content of feedback, provide information that contributes to employee learning and promotion, and give relatively loose space. This is more helpful to stimulate employees' interest and intrinsic motivation, form trust and commitment, and increase the level of investment in the employee's innovation process. The superior development feedback significantly positively affects the employee's job satisfaction, indicating that the superior conveys useful information related to the employee's work and can improve employee job satisfaction. Enterprises can incorporate employee trait adjustment orientation as personal information into the employee database, so as to facilitate leadership in the relationship between subordinates constantly running in and optimizing, and find the best way to communicate with subordinates. Then improve subordinates' job satisfaction and personal efficacy, and eventually produce more innovative behavior in the work.

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