The Impact of Supervisor Developmental Feedback on Employee's Voice Behavior--based on Relational Energy Perspective

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Abstract

There have been study on the relationship between supervisor developmental feedback and employee voice behavior, but the research on internal mechanism between them is inadequate. Based on conservation of resources theory and agent hypothesis theory, this study constructed a research model of voice behavior for the perspective of relational energy. Through a two-stage paired data survey of 320 employees from a leading domestic Internet company. The results show that: (1) supervisor developmental feedback is positively related to voice behavior. (2) relational energy partially mediates this relationship.(3) supervisor's organizational embodiment has a moderating effect on the relationships between supervisor developmental feedback and employee voice behavior, as well as between supervisor developmental feedback and relational energy.

Keywords

Supervisor Developmental Feedback; Voice Behavior; Relational Energy; Supervisor's Organizational Embodiment.

1. Introduction

People's understanding of the meaning of the pursuit of work is not the same. The employees of the new era enter an organization not only for material rewards, but also for their personal achievements and abilities at work. New employees value their own real growth and progress. But unfortunately, in many organizations, the feedback given by leaders on the development of employees is limited, so that new employees do not know their progress and direction. They often feel anxious, don't know growth trajectory and get enough psychological resources. Similarly, organizational leadership theory research has begun to emphasize a shared and relational perspective, emphasizing that interactions between leaders and subordinates are critical to employees' work attitudes and work behavior (Avolio et al.,2009). Supervisor Developmental Feedback (SDF) was first proposed by Zhou (2003). This construct is a process in which leaders provide useful or valuable information for employees in interacting with their subordinates. This information can help employees understand current work for improvement in the future. The current researches show that supervisor developmental feedback have positive relationship with job performance (Guo Yun and Liao Jianqiao,2014), work engagement (Zhang and Zhu,2019), innovation performance (Cui Yang and Yu Guilan,2019; De et al., 2011), innovative behavior (Su et al., 2019), creativity(Xu et al.,2018), taking change behavior (Zhang et al.,2016), organizational citizenship behavior (Yin et al., 2011), feedback avoidance behavior (Song et al.,2016) ,team creativity (Joo et al., 2012) or other variables at different levels

Among the many outcome variables of supervisor developmental feedback, it is proposed that voice behavior is of great value to the organization's flexible and steady growth, and is also the main way of innovation and change. Constructive communication in which employees are

change-oriented and committed to improving the status quo is called voice (Le Pine and Van Dyne, 2001). Grassroots employees are able to extract and refine many innovative solutions from direct practice, which may be easily overlooked and difficult to find by leaders (Liang Jian, 2014; Guzman and Espejo, 2018). For organizations, when employees have suggestions and ideas for improving work processes or organizational performance, organizations expect employees to speak boldly and increase organizational flexibility to better adapt to external environmental changes (Zhou et al., 2012). However, in the specific management practice of the company, we only emphasize the importance of the constructive suggestions made by the employees. By default, the two-way effective process in the process of interactive communication between the upper and lower levels is the most effective process of voice. The bottom-up part ignores the influence of superiors from top to bottom on the active communication of subordinates (Lloyd et al.,2015; Bateman and Grant,1988). Therefore, this study can help us better understand the voice behavior from the interaction of both sides in organizational communication.

The Existing investigation of supervisor developmental feedback is based on social exchange theory, social learning theory and social information processing theory, and then examines related intermediaries such as exchange of members and work engagement (Liu et al.,2017). However, in terms of the influence process of leadership behavior, the psychology and emotions of subordinates are particularly important mediators. Strengthening the attention to subordinates' psychology and emotions can help us better understand the effectiveness of leadership behavior. Relational energy is a dynamic psychological resource that a person gets from another person, including the individual's mental state and emotional experience (Owen et al.,2016). Previous studies on the impact of leadership behavior on individual, team and organizational outcomes have not noticed this perspective, and therefore cannot study the role of superior developmental feedback on voice behavior of employees from the perspective of individual resources and energy. This study attempts to focus on the source of energy, acquisition and utilization of individuals in the organization from the Conservation of Resources Theory (COR), provides the explanation of employees' voice behavior by superior developmental feedback outside the framework of social exchange theory.

In addition, research on the influence of leadership style and leadership behavior on subordinates' attitudes and behaviors in organizations has a basic assumption that leaders represent organizations (Eisenhardt, 1989). But in fact, different employees have different perceptions of the identity of the "organizational agent". In the case of a high Supervisor's Organizational Embodiment (SOE), the words and deeds of the leaders represent the will of the organization, leadership behavior and employees. The relationship between work attitude and work behavior is stronger (Eisenberger et al., 2010; Wang et al., 2015). In summary, based on the Relational energy perspective, this study attempts to explore how supervisor developmental feedback influences voice behavior through the Relational energy of employees. And explore how the leadership organization avatar adjusts the impact of superior development feedback on employees' voice behavior and relational energy, and provides theoretical and practical guidance for leadership behavior effectiveness. Figure 1 is the theoretical model of this paper.
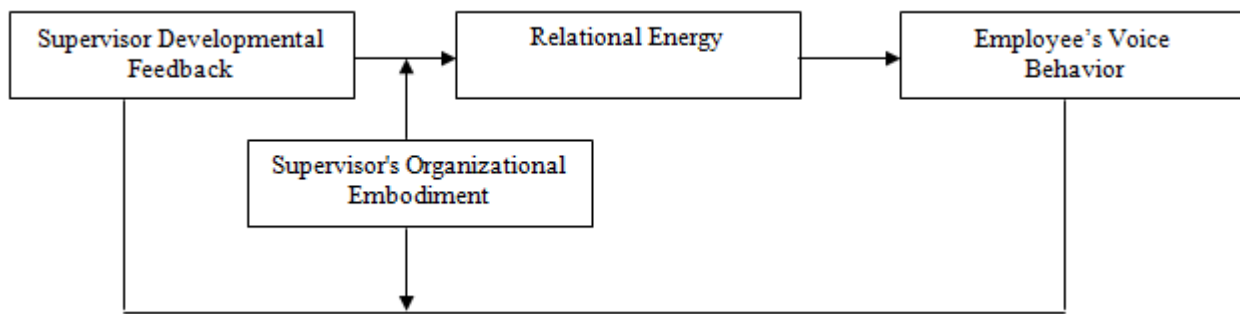
Figure 1. Theoretical model of this study

2. Theoretical Basis and Research Hypothesis

2.1. Supervisor Development Feedback and Employee's Voice Behavior

Voice is a role of interpersonal communication behavior in which employees make constructive opinions for the purpose of improving their work or organizational status (LePine and Van Dyne, 2001; Duan et al., 2016). Different from role behavior, voice behavior is more to promote the overall improvement of the organization, including pointing out the problem of poor work efficiency and proposing innovative ideas. It has certain challenges and risks. It is necessary to pay a lot of time and resources to propose constructive suggestions. It may be regarded as a troublemaker who destroys the status quo of the organization, or it may be an opportunity creator to improve the working procedures, bringing huge gains and improvements to itself (Ng and Feldman, 2012). Management studies have found that organizations, leaders, and individual characteristics have an impact on employees' voice behavior, especially leadership behavior, which is an important contextual factor that encourages employees to make constructive suggestions (Zohar and Luria, 2010), such as Leadership Forgiveness (Zhang et al., 2017), Leadership Feedback (Detert and Burris, 2007) and Leadership Negotiations (Ashford et al., 2009) will have an impact on the employee's voice behavior.

Supervisor developmental feedback is a particular kind of leadership behavior. It means that the superior provides valuable information to the employees, which helps the employees to learn, develop and improve at work and has three main characteristics: The information source of the feedback is the direct superior of the employee; The content of the feedback helps the employee to see the progress and the space and method of improvement; The type of the feedback belongs to the information feedback (Guo et al., 2014; Zhou, 2003).According to the Conservation of resources theory (COR) (Hobfoll et al., 2018), resources can flow between different individuals in the same environment. Front-line employees have less resources in organizations , direct superiors who have more resources can obviously become very important resource outflows. supervisor developmental feedback is a process of resource flow. The upper level of the modern enterprise has more organizational resources, and understands the performance evaluation criteria. It can provide employees with key information about their growth and progress which is considered by the individual to be valuable to the individual. Resources (Hobfoll, 1989; Hobfoll, 2001). When the superiors show concern and help to the employees' learning, growth, and improvement, that is, when they provide more developmental information, the employees receive more resources. Research shows that when employees have more resources, they will not only focus on their own work in the work, they will look at the work with a broader perspective, and are more willing to make voice for the organization (Li et al.2010).On the other hand, the theory of resource conservation believes that individuals have a tendency to strive to acquire, maintain, and

cultivate resources. In addition to avoiding resource losses, individuals also choose to continuously invest resources to acquire more new resources (Ito and Brotheridge, 2003). Past research has used voice behavior as a resource depletion process, but proposing voice is also a way to quickly obtain resource returns. Employees will invest part of the resource in the voice behavior in order to accumulate more resources in the future. Therefore, based on the above analysis, we propose the hypothesis:

H1: Supervisor developmental feedback will positively influence employee's voice behavior.

2.2. The Mediating Role of Relational Energy

Relational energy is a high-level psychological resource that helps individuals improve their work ability and improve their work performance, including the individual's mental state and emotional experience. In the past, the research on the influence of leadership behavior on subordinate behavior did not pay attention to this perspective (McDaniel, 2011; Owens et al.,2016).As a scarce resource in the work, Relational energy must be supplemented in time while being consumed. Resource conservation theory supports the idea that individuals can achieve high energy through interpersonal interactions, that is, individuals can seek and maintain energy from others (Hobfoll et al., 2018). Supervisor developmental feedback is the process of interpersonal interaction. When employees and leaders interact, they tend to be nervous. The development feedback of the superiors means that the leaders can actively communicate with the employees, help employees analyze performance information, share learning methods, and affirm their work performance. Employees and leaders are likely to form emotional interactions. Initiating the positive meaning of the individual's work and life in the future, and promoting the positive flow of resources from the superior to the subordinate, so that employees can generate high Relational energy in this interaction with the superior (Liu Dun and Gu Jibao, 2018; Li et al., 2018; Yin et al., 2011).

When researchers developing scale for measuring relational energy, confirmed that the relational energy experienced by employees can improve job performance by increasing work engagement. Subsequent scholars have found that spiritual leadership can not only cultivate relational energy, but also lead to higher job performance through Relational energy (Yang et al.., 2017). Through the combing of the relational energy, it is an organizational resource under the human interaction in the workplace, which can improve the mobility and intrinsic motivation of employees, enabling them to participate energetically (Quinn et al.., 2012). It not only affects the performance of employees, but also motivates employees to generate more roles and positive behaviors without fear of resource loss. According to the theory of resource conservation, individuals use existing resources to acquire new resources to reduce the net loss of resources (Hobfoll et al.., 2018). Individuals with high energy, in order to maximize utilization and gain more energy in the future, take active actions to release and use energy, and put the energy obtained from others through interaction into the work, they are creative and willing in the organization. Make extra efforts for the organization, such as making voice (Cross and Parker, 2004).

Because the influence of leadership on employee behavior needs to influence the behavior of employees by their mental state (He et al., 2018). The higher-level supervisor developmental feedback enables employees to generate relational energy. As the Relational energy increases, employees will increase their resources for work, thereby increasing voice behavior. Therefore, it is further deduced that Relational energy becomes the intermediary mechanism between supervisor developmental feedback and employee's voice behavior. Based on the above analysis, we propose the following assumptions:

H2: The supervisor developmental feedback has a positive impact on relational energy.

H3: Relational energy has a positive impact on employee' s voice behavior.

H4: Relational energy plays a mediating role between supervisor developmental feedback and employee's voice behavior.

2.3. The Moderating Role of Supervisor's Organizational Embodiment

The influence of leadership behavior on employees' psychological state and behavior is not only influenced by the personal characteristics of leaders, the interaction between leaders and employees, but also by employees' psychological cognition of deep relationship between organizations and leaders. The hypothesis of the agent hypothesis is that leaders often appear as agents of organizations in practice (Eisenhardt, 1989), but in fact different employees have different perceptions of whether the leadership represents the identity of the organization. Eisenberger (2010) puts forward the concept of supervisor's organizational embodiment which is used to describe the degree to which employees habitually regard their superiors as representatives of organizations. Therefore, we believe that the effectiveness of supervisor developmental feedback on employee mental state and behavior may be regulated by the level of supervisor's organizational embodiment perception. Empirical studies have confirmed that when employees perceive different supervisor's organizational embodiment, they promote or inhibit the influence of leadership behavior on employee attitudes or behaviors. Employees with the high supervisor's organizational embodiment has promoted the relationship between transformational leadership on organizational emotional commitment(Wang et al,2018).

High supervisor's organizational embodiment will increase the sensitivity and acceptance of supervisor developmental feedback. Only when employees pay attention to and receive leadership behavior information will they lead to changes in employees' psychological resources and behavior. Secondly, employees who lead the organization of heights believe that the superiors have more organizational resources as organizational agents (Eisenbergeret al., 2014). Through developmental feedback, the resources flowing from the superior to the employees are correspondingly increased, and the employees are more motivated to engage in voice and accumulate relational energy. Therefore, employees in the organization perceive the higher the degree of Supervisor's organizational embodiment, and the positive or negative impact of leadership behavior on employee psychology and behavior will be further aggravated and enlarged. We propose hypothesis 5 and hypothesis 6:

H5: Supervisor's organizational embodiment will moderate the influence of supervisor developmental feedback on employee's voice behavior.

H6: Supervisor's organizational embodiment will moderate the influence of supervisor developmental feedback on employee's relational energy.

3. Research Methods

3.1. Samples and Procedure

The survey sample was from 320 formal employees of a well-known Internet company in China. To reduce potential homologous method biases, data were collected at two time points. At the first survey time, the questionnaires for measuring the supervisor developmental feedback, relational energy, and superviso's organizational embodiment; One month later, we collect voice behavior and basic information to the employees through on-site and online. After the questionnaire pairing, the study finally collected 264 copies, sample recovery rate was 82.5%. 264 valid questionnaire respondents in terms of demographic characteristics: (1) Gender: 142 males (53.8%), 122 females (46.2%); (2) Age: The average age is 28.06 years old.(3) Education: 10.2% for high school and below, 79.2% for junior college and undergraduate, 10.6% for master's degree and above; (4) Working tenure: 26.9% for 1 year

and below, 1-3 27.3% in the year, 19.7% in 3-5 years, 13.3% in 5-10 years, 12.8% in 10 years and above.

3.2. Measurement Methods

In order to ensure the scientific nature of the research, this study selected the maturity scale published in foreign authoritative journals, and most of the tested scales in the Chinese context adopted standard translation and back translation procedures. Except for the demographic variables in the control variables, the rest of the questionnaires used the Likert 5-point scale. (1) Supervisor developmental feedback was measured with a 3-item scale developed by Zhou (2003). Such as "My superiors will often provide me with information to help me improve my performance." The Cronbach's alpha for this measure was 0.87 which is an acceptable level of confidence. (2) Relational energy uses the scale developed by Owens (2016) from the perspective of energy recipients to measure, including five items such as " I feel invigorated when I interact with this person." The Cronbach's alpha coefficient is 0.91. (3) Employee's voice behavior was measured with a 3-item scale designed Lebel (2016). A sample item was, "I will point out problems in our work or company. " The Cronbach's alpha coefficient is 0.89. (4) Supervisor's organizational embodiment uses the 9-item scale of Eisenberger (2010), such as " When my supervisor encourages me, I believe that (name of organization) is encouraging me. ". The Cronbach's alpha coefficient is 0.95.

4. Results

4.1. Common Method Deviation Test and Confirmatory Factor Analysis

We used the Harman single factor method to test the homology variance of this study. It was found that the interpretation of the first factor in the unexplored exploratory factor analysis was 37.35% and did not exceed 40%. And this study used AMOS 22 to perform confirmatory factor analysis on the supervisor developmental feedback, relational energy, voice behavior and Supervisor's organizational embodiment. The results are shown in Table 1. The baseline model is the four-factor model proposed in this study. Compared with other models, the four-factor model ($\chi 2$ = 378.37, df = 161, $\chi 2$ /df = 2.35, RMSEA = 0.04, SRMR = 0.05, CFI = 0.95, IFI = 0.96) is the best fit, which indicates that the study The concepts between the four variables involved are independent of each other and have good discriminant validity. The results presented in Table 1.

Table 1. The result of confirmatory factor analysis of models

Model	χ^2	df	χ^2/df	RMSEA	SRMR	CFI	IFI
Four factors: (SDF;RE;SOE;JY)	378.37	161	2.35	0.04	0.05	0.95	0.95
Three factors: (SDF;RE+SOE;JY)	795.19	165	4.82	0.12	0.12	0.85	0.85
Two factors: (SDF+RE+SOE;JY)	1413.07	169	8.36	0.17	0.13	0.70	0.70
Single factor: (SDF+RE+SOE+JY)	1818.14	170	10.69	0.20	0.15	0.60	0.60

N = 264, SDF = supervisor developmental feedback, RE = relational energy, SOE = supervisor's organizational embodiment, JY = employee's voice behavior.

4.2. Descriptive Analysis

Table 2 shows the descriptive statistics and correlation analysis results for each variable, including mean, standard deviation, and correlation coefficient. It can be seen from Table 2 that supervisor developmental feedback is significantly positively correlated with the employee's voice behavior (r = 0.34, p < 0.01) and Relational energy (r = 0.51, p < 0.01); Relational energy and employee suggestion Constructive suggestive behavior was

significantly positively correlated (r = 0.41, p < 0.01). The above results indicate that there is a close correlation between the variables, and also preliminary verification of H1, H2 and H3, which is conducive to further exploration of the relationship between variables.

Table 2. Descriptive analysis and correlations among variables

Variable	M	SD	1	2	3	4	5	6	7	8	9
SDF	3.80	0.86	0.13*	-0.07	-0.08	0.06	0.11	**0.87**			
RE	3.80	0.75	0.07	-0.10	-0.01	0.08	0.10	0.51**	**0.91**		
JY	3.72	0.85	0.10	-0.03	-0.04	0.06	0.22**	0.34**	0.41**	**0.89**	
SOE	3.66	0.85	0.09	0.02	0.15*	-0.02	0.10	0.54**	0.47**	0.33**	**0.95**

N = 264, * p < 0.05, ** p < 0.01.

4.3. Analysis of Main Effects and Mediating Effects

In this study, multiple regression analysis was used to test the main effects and mediating effects The analysis results are shown in Table 3. The Model 2 shows that supervisor developmental feedback has a significant impact on voice behavior (β = 0.30, p < 0.001), that is, the H1 is supported; the results of Model 3 indicate a positively direct effect of relational energy on voice behavior (β = 0.37, p < 0.001) ,H3 is established; the model 6 indicates the supervisor developmental feedback positive influence relational energy (β = 0.49) , p < 0.001), H2 is established. At the same time, if the voice behavior is taken as the result variable, the control variables, independent variables and median variation are sequentially entered, the regression coefficient of the Relational energy in the model 4 is 0.30 (p < 0.001), and the regression coefficient of the superior development feedback It is 0.15 (p < 0.05), which is smaller than the regression coefficient of 0.30 in Model 2 and the significance level is reduced. Therefore, the relational energy plays a partial intermediary role in the development feedback of the superior and the constructive suggestion behavior of the staff, and H4 is supported.

Table 3. The results of Main effect and mediating effect

variables	JY				RE	
	Model1	Model2	Model3	Model4	Model5	Model6
Gender	0.13	0.08	0.10	0.08	0.08	0.01
Age	-0.17	-0.11	-0.10	-0.08	-0.18*	-0.08
Education	-0.13	-0.09	-0.07	-0.06	-0.15*	-0.08
Working Tenure	0.07	0.03	0.02	0.01	0.14	0.07
SDF		0.30***		0.15*		0.49***
RE			0.37***	0.30***		
R^2	0.08	0.16	0.22	0.23	0.04	0.27
F	4.65***	8.41***	11.81***	11.00**	2.37*	15.81***
$\triangle R^2$	0.08	0.08	0.13	0.07	0.04	0.23
$\triangle F$	4.65***	25.07***	43.76***	22.39***	2.37*	79.43***

N=264; * p < 0.05, **p < 0.01, *** p < 0.001.

In addition, according to the recommendations of Hayes (2017), they believe that Bootstrap can compensate for the lack of sequential regression when testing the significance of the intermediary path. Therefore, this study uses the PROCESS program in the statistical tool SPSS22.0, the test results show the 95% confidence interval does not contain 0 and the hypothesis 4 is supported

4.4.   Analysis of Moderating Effects

According to the results of model 9 and model 12 in table 4, the interaction term for supervisor developmental feedback and supervisor's organizational embodiment are both significant (Model 9: $\beta = 0.15$, $p < 0.05$; Model 12: $\beta = 0.20$, $p < 0.001$). Therefore, supervisor's organizational embodiment not only moderates the relationship between supervisor developmental feedback and employee voice behavior, but also moderates its relationship with the relational energy. H5 and H6 are supported

Table 4. The results of moderating effect

variables	JY			RE		
	Model7	Model8	Model9	Model10	Model11	Model12
Gender	0.13	0.08	0.09	0.08	0.01	0.02
Age	-0.17	-0.13	-0.12	-0.18*	-0.11	-0.09
Education	-0.13	-0.06	-0.06	-0.15*	-0.04	-0.04
Working Tenure	0.07	0.07**	0.08	0.14	0.13	0.14
SDF		0.20**	0.24**		0.34***	0.40***
SOE		0.19**	0.18**		0.29***	0.28***
Interaction term						
SDF*SOE			0.15*			0.20***
R^2	0.08	0.19	0.21	0.04	0.32	0.36
F	4.65***	8.46***	8.38***	2.36*	17.57***	17.94***
ΔR^2	0.08	0.11	0.02	0.04	0.28	0.04
ΔF	4.65***	16.60***	6.53*	2.36*	53.19***-	14.18***

N = 264, * $p < 0.05$, **$p < 0.01$, and ***$p < 0.001$.

At the same time, in order to further observe the moderating effect of supervisor's organizational embodiment, the simple slope analysis is carried out according to the method recommended by Cohen et al.. (2010), and the adjustment effect diagram of the leader organization avatar at a level higher than or lower than 1 standard deviation is drawn. As shown in Figure 2 and Figure 3.
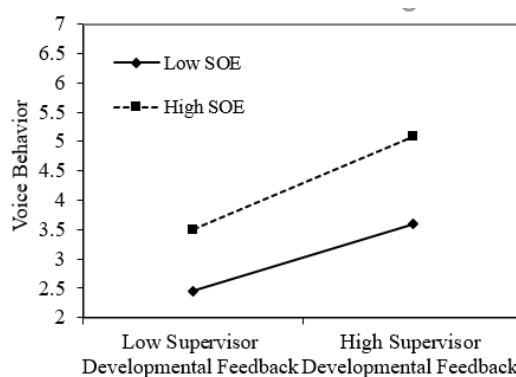

Figure 2. The moderating effect of supervisor's organizational embodiment on the influence of supervisor developmental feedback and employee's voice behavior
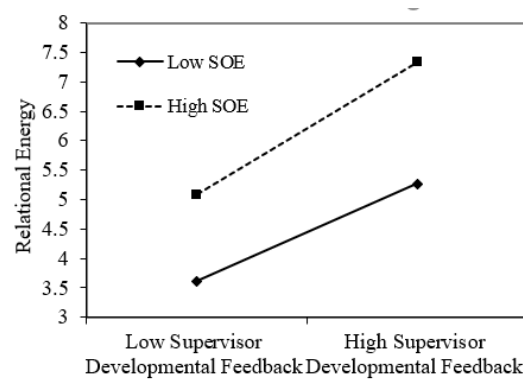
Figure 3. The moderating effect of supervisor's organizational embodiment on the influence of supervisor developmental feedback and the relational energy

5. Discussion

5.1. Conclusion

This study verifies the contribution of different levels of supervisor developmental feedback to employees' voice behaviors, focusing on their intrinsic impact mechanisms, and combining the resource conservation theory to analyze the mediating role of relational energy and the moderating role of leadership organization avatars. The research results show that supervisor developmental feedback and relational energy and employee's voice behavior are significantly positively correlated. Relational energy plays a mediating role between supervisor developmental feedback and employee's voice behavior. The higher supervisor's organizational embodiment is, the stronger the influence of the supervisor developmental feedback on voice behavior; at the same time, the supervisor's organizational embodiment positively moderate the first stage of the model.

5.2. Theoretical Contributions

First, based on the theory of resource conservation, it is tested that the supervisor developmental feedback promotes voice and enriches the interpretation mechanism of result variables of supervisor developmental feedback.Domestic and foreign scholars have discussed the impact of supervisor developmental feedback on employees' positive work behavior and job performance, mostly based on social exchange theory, social identity theory or social information processing theory (Su et al., 2018; Zhou, 2003). However, no research has explored the impact of supervisor developmental feedback on employee's voice behavior from the perspective of resource conservation theory.

Secondly, by exploring the relational energy as a mediator variable, further clarifying the intermediary mechanism between supervisor developmental feedback and the employee's voice behavior, the research on the development feedback of the superior is a useful supplement and expansion, and also responds to the A call for research on the causes and effects of relational energy (Owens et al., 2016). The higher-level supervisor developmental feedback not only directly affects voice, but also an important source of employee relational energy acquisition and production, and indirectly affects voice through relational energy. Consistent with the theory of resource conservation theory, when the employees obtain additional resources from their superiors through interpersonal interactions to increase their relational energy, they actively put forward suggestions to put redundant resources into the organization, with a view to get more resources.

Third, the supervisor's organizational embodiment provides the boundary conditions for the supervisor developmental feedback, which further proves that the effectiveness of leadership behavior is not only affected by the personal characteristics of the leader, the interaction

between the leader and the employee, but also affected by employees' psychological cognition of the deep relationship between the organization and the leader, which breaks the assumption that the leader represents the organization by default in the conventional leadership behavior research.

5.3. Practical Contributions

Based on the conclusions of this study, it will help to in-depth study the mechanism of voice behavior and relational energy, and provide reference for good internal communication management, and ultimately improve the management and decision-making level. First of all, enterprises need to emphasize the importance of the leadership behavior when emphasizing the encouragement of employees to make constructive suggestions from the bottom up, and maximizing the use of positive elements in the leadership behavior to motivate employees. Enterprises can provide feedback skills training for superiors, etc., to promote interaction and interaction between superiors and employees. Secondly, relational energy is essential for employees to make suggestions. Energetic employees are more productive and creative. In high-energy work teams, employees can motivate each other and continue to make extra efforts for the organization. Promote organizational success. As a result, organizations can select those who are optimistic, passionate, and energetic when they are selected and trained. In addition, individuals who have high-level supervisor's organizational embodiment tend to pay more attention to the role of leadership behaviors. They should strengthen communication with these people.

5.4. Limitations and Future Directions

Through empirical research, this paper explores the role of supervisor developmental feedback through the relational energy affecting employee's voice behavior, but there are still some limitations that can be improved in future research. First of all, the sample selection of this study comes from Internet companies. The average working tenure of the research subjects is short, which limits the universality of the research conclusions. In the future, the research can be extended to other industries, such as manufacturing, collecting survey data of different age groups to increase research. Considering that supervisor developmental feedback affects the time effect of voice, the study collects data at two time points, but variables are all from employee self-report, future research suggests collecting paired data from employees, leaders and colleagues to minimize the interference of homologous method bias on the study.

Secondly, the relationship between supervisor developmental feedback and the employee's voice behavior is complex. This study only focuses on the partial mediation of relational energy between the two, and there may be other factors and explanation mechanisms. Future research can continue to dig deeper into the other paths of the development feedback that affects the employee's voice behavior, and can also compare the difference between different intermediary mechanisms.

Finally, in the design of control variables, this paper only selects the demographic variables, and has not considered other factors, such as the relationship between superiors and subordinates, and the developmental feedback of colleagues. Therefore, future research can use the relationship between the superior and the lower as the control variables, and further explore the supervisor developmental feedback contributes to relational energy and voice.

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