

LEVEL 7 ASSESSMENT SPECIFICATION

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Programme:	DBA		
Module:	Approaches to Research and Academic Communication		
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Lecturer:	Dr. Luk Chung Leung	Internal Verifier:	
Assignment Title:	In-class Presentation	Time Allowed:	15 minutes
Submission deadline:	18 July 2020	Return date of provisional marks & written feedback:	7 September 2020
Submission method:	Each students needs to present to the class a summary of the research proposal within 10 minutes. The presentation is designed to gauge the student's ability to communicate and present information related to research and academic matters. A soft copy of the PowerPoint slides used for the presentation should also be submitted via Turnitin before the presentation.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

Cross-Cultural Differences in Sales People's Negative Feedback Seeking Behaviour: Effects of Friendship and Job Status

Prepared for

HKBM7000

**Approaches to Research and Academic
Communication**

By

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18 July 2020

Rundown

- Research Problems and Objectives
- Review of Literature
- Conceptual Model and Research Hypotheses
- Research Methodology
- Timetable
- Conclusion
- Q & A

Research Problems and Objectives (1)

- **People engaged in or available for work**, is very important, it highlights the importance of teamwork.
- Academia has spent a lot of resources to investigate how to manage people well.
- **Sales people**, specifically, is the interface between customers and companies, managing them well is important to many companies (Roman and Iacobucci, 2010; Weitz and Bradford, 1999).

Research Problems and Objectives (2)

- One of the common ways is to **improve the performance and job satisfaction** of sales people is to gather their supervisors' feedback.
- Feedback from supervisor could be classified by its valence (Ilgen, Fisher and Taylor, 1979).
 - The valence of feedback refers to whether the **feedback is positive** (e.g., "your performance was very good") or **negative** (e.g., "your performance was very poor").

Research Problems and Objectives (3)

- Due to the globalisation and the rise of multinational corporations (MNCs), it is not a uncommon issue to manage diverse multicultural teams within a single company.
- However, it is legitimate/logical that multicultural teams would easily emerge **frustrating management dilemmas**.
- Differences among cultures might produce substantial barriers to run an effective multicultural team.

Research Problems and Objectives (4)

- Even though theoretically we would classify feedback into positive and negative feedback, researches on **negative feedback is still limited**.
- One of the possible reasons is that seeking or delivering negative feedback is unpleasant to both supervisors or subordinates. They might also be afraid of difficult future interaction.
- However, it is crucial to understand ineffective sales behaviour by seeking negative feedback and make corrections immediately.

Research Problems and Objectives (5)

- We don't have any single best way to manage business. Differences in national cultures would generate differences in management practices.
- If we understand that it is important for sales people to seek negative feedback to improve their job performance, we should investigate methods to motivate sales people to seek negative feedback from their supervisors with different cultural backgrounds in the global arena.

Research Problems and Objectives (6)

- This main objective of this research is to investigate how the use of negative feedback may influence the performance and satisfaction of sales people with different cultural backgrounds.



Review of Literature (1)

- Negative Feedback Seeking Behaviour
- Leader-Member Exchange Theory and Feedback Seeking Behaviour
- Interactional Justice and Leader-Member Exchange Theory
- Culture and Feedback Seeking Behaviour

Review of Literature (2)

- **Feedback: it is not a new topic, many researchers have conducted studies in 90s**

Authors	Summary of their studies
Bandura (1991); Dweck & Leggett (1988); Festinger (1954); Locke & Latham (1990)	... allow people to amend their efforts to meet the challenges.
Ashford et al. (2003); Ashford & Cummings (1983); Ashford & Tsui (1991); VandeWalle et al. (2000)	... resource to improve the performance ... subordinates would choose to initiate feedback exchanges.
Ashford & Tsui (1991); Morrison (1993)	... improve performance by clarifying the role expectations, evaluating the adequacy and appropriateness of their work behaviour

Review of Literature (3)

- Feedback
 - Source of Feedback
 - Interpersonal
 - The term ‘interpersonal feedback’ refers to feedback from another subject.
 - This study will focus on the direct feedback from others (interpersonal feedback), i.e., supervisors.
 - In the context of **selling**, it is legitimate/logical that direct supervisors are one of the important sources of performance information for their subordinates, that is, the sales people in our study.

Review of Literature (4)

- Feedback

- Sign of Feedback

- Positive vs. Negative

- When we compare to a goal or standard, the sign of a feedback message would be indicated (Kluger & DeNisi, 1996).

Authors	Summary of their studies
Ashford et al. (2003); Audia & Locke (2003); Morrison, Chen, & Salgado (2004); Moss et al., 2003; Leung, Su, and Morris (2001)	... people seek negative feedback to improve their work. ... has a higher instrumental value than positive feedback ... because it could provide better ideas of the inadequate work behaviour and performance ... it would suggest how they can make improvements according to their supervisors' preferences

Review of Literature (5)

- **Negative Feedback Seeking Behavior**

Authors	Summary of their studies
Kluger and DeNisi (1996)	... conducted a meta-analysis of 131 studies ... it seems that the use of negative feedback is not very effective. ... people hesitate to seek for negative feedback. ... the barrier is how to take the initiative to seek for negative feedback.



Review of Literature (6)

- **Leader-Member Exchange Theory (LMX Theory) (Dansereau et al., 1975)**
 - This theory explains **how leaders open up a distinctive dyadic relationship with each of their subordinates, i.e. LMX relationship.**
 - Between different supervisor–subordinate dyads, the supervisor's behaviour could be varied.
 - In general, there are two types of LMX relationships: low-quality and high-quality relationships, the quality of leader–member relationship between supervisor and subordinate would generate positive effect on work and meet the challenges in the workplace (Gerstner and Day 1997; Cogliser et al. 2009).

Review of Literature (7)

- **Leader-Member Exchange Theory and Feedback Seeking Behaviour**

Authors	Summary of their studies
Ashford & Cummings (1983); Brown, Ganesan, & Challagalla (2001); Wanberg & Kammeyer-Mueller (2000)	The findings support that there is a <i>positive relationship</i> between <u>subordinates' feedback seeking behaviour</u> and their <u>understanding of their role</u> ... eventually it would reduce the role ambiguity between leaders and members.
Lam, Huang, and Snape (2007)	The <u>higher quality</u> of LMX, the <u>greater tendency to seek feedback</u> as seeking feedback would offer help in the “role-making process” of the exchange relationship.



Review of Literature (8)

- Interpersonal Justice and Leader-Member Exchange Theory
- Interpersonal Justice: **the fairness of interpersonal treatment one receives from supervisors**

Authors	Summary of their studies
Lind & Tyler (1988)	... likely to comply with a decision (even a negative decision) when they perceive it is fair during the process.
Manogran et al. (1994) and Moorman et al. (1998)	Social exchange variables including leader-member exchange and perceived organizational support, may mediate the effects of individuals' justice judgments on their working behavior .
Masterson, Lewis, Goldman, and Taylor (2000)	The findings support that employees' interactional justice perceptions (the fairness associated with interpersonal treatment) is positively related to their performance, supervisor-directed citizenship behaviors, and job satisfaction. LMX provides a <u>mediating effect</u> in the relationships between interactional justice perceptions and supervisor-directed citizenship behaviors and job satisfaction.

Review of Literature (9)

- Culture and Feedback Seeking Behavior
 - As at today, most of the feedback-seeking studies have been conducted in a Western context based on Western samples.
 - Researchers doubted the particular findings of specific feedback-seeking motives to be generalized to other cultures (MacDonald, 2008).

Review of Literature (10)

- Culture and Feedback Seeking Behaviour
 - Chinese culture is recognised as one of the specific and unique culture in this planet and has over 4,000 recorded history (Hookham, 1969).
 - However, it seems that not much studies focusing on negative feedback seeking behaviour.

Review of Literature (11)

- **Culture and Feedback Seeking Behaviour**
 - Earlier, in 80's, a number of researchers have conducted studies to show that collectivism and power distance would affect the social and marketing behaviour of the people living in the Chinese cultural environment (Bond and Wang, 1983; Leung and Bond, 1984; Leung, 1987; Hwang, 1987, Yau, 1988; Tse et. al, 1988).

Review of Literature (12)

- **Culture and Feedback Seeking Behaviour**
 - It is commonly agreed that Chinese are more collective than westerners in the context of social behaviour.
 - The **higher the level of collectivism**, the greater tendency maintaining the harmonious interpersonal relationship with in-group people. Naturally, this group of people will care about the feeling of their friends (in-group people).
 - In that case, most of the time, the result of a social interaction would **depend on “who” you are interacting but not on “what”**.

Review of Literature (13)

- Culture and Feedback Seeking Behaviour
 - It would make a difference if you are labelled as an insider in the relationship network. People living in this environment would accept multiple standards. They also commonly agree that guanxi (relationship) establishment could define the rule of the game.
 - People tend to believe that Chinese people would care the feeling of their friends and like to save face for them under the influence of the concepts of pao (reciprocation) and yuan (predetermined relationship).
 - Even the Chinese sales people **does not** perceive any or much interactional justice (the fairness of interpersonal treatment one receives from supervisors), they would still attempt to maintain the face of their supervisors, and the quality of LMX.

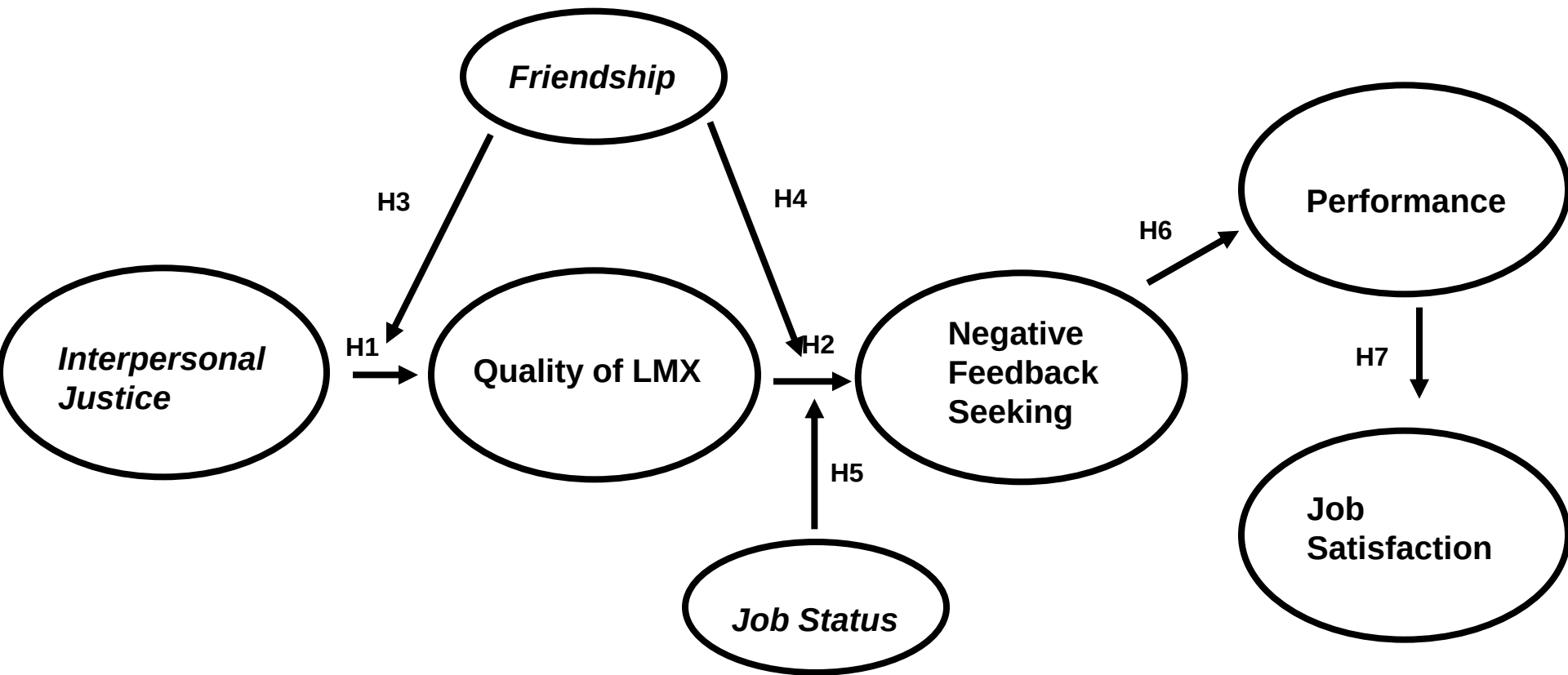
Review of Literature (14)

- **Culture and Feedback Seeking Behaviour**

- In addition to the concept of *pao* (reciprocation) and face, the concept of *yuan* (predetermined relationship) also has impact on the relationship between sales people's interactional justice perception and the quality of leader-member exchange. When sales people treat their supervisors as friends or ingroup members, they frequently attribute this to the concept of *yuan* (predetermined relationship).
- The Chinese sales people might treat their supervisors very kindly when they associated with their predetermined relationship with them. They, of course, will try their best to maintain good relationship with their supervisors under normal circumstances. They will also adopt positive attitudes no matter what the outcome of the interaction is.
- Even if the quality of the leader-member exchange is **not high**, Chinese sales people would still seek negative feedback from their supervisors.

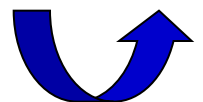
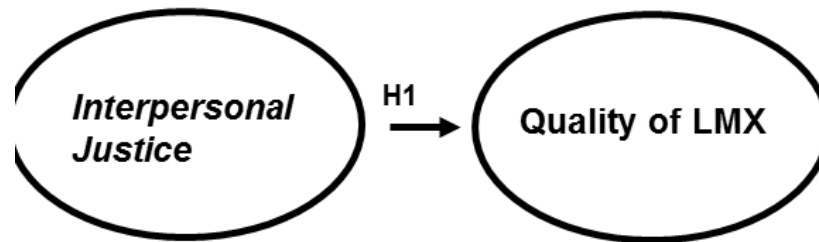


Conceptual Model and Research Hypotheses (1)



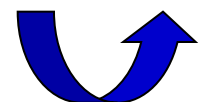
Conceptual Model and Research Hypotheses (2)

- ***Hypothesis 1:*** Sales people's interactional justice perceptions will be positively related to the quality of LMX

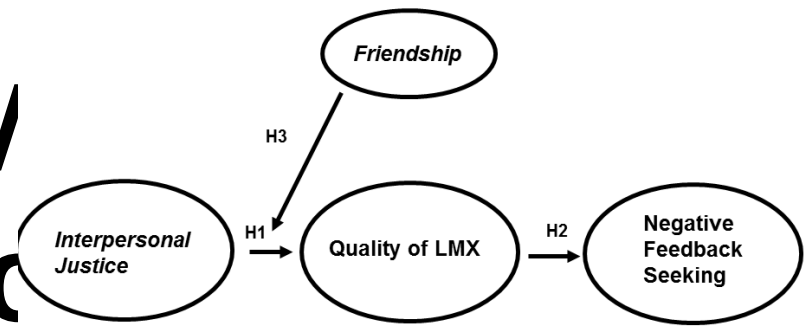


Conceptual Model and Research Hypotheses (3)

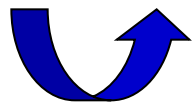
- ***Hypothesis 2:*** Quality of LMX mediates the relationship between sales people's interactional justice perceptions and negative feedback seeking behavior.



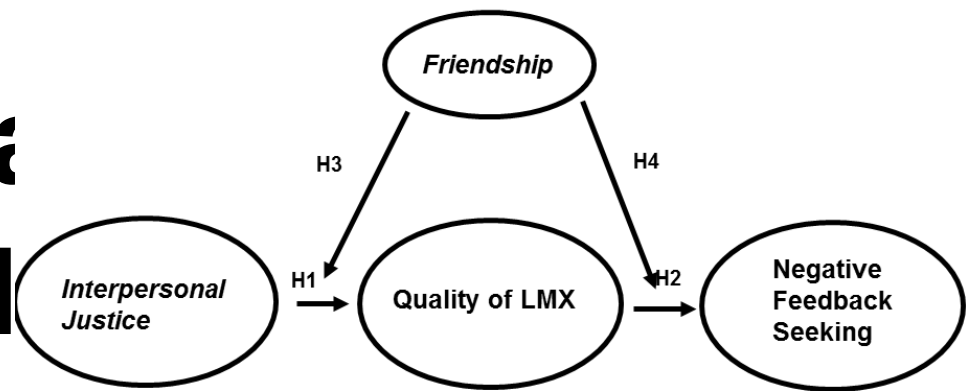
Conceptual Model Research Hypotheses



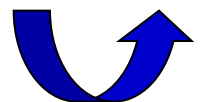
- **Hypothesis 3a.** In the Chinese context, the positive association between sales people's interactional justice perceptions and the quality of LMX *is stronger the more* that supervisors are treated as *ingroup* people of the sales people.
- **Hypothesis 3b.** In the Chinese context, the positive association between sales people's interactional justice perceptions and the quality of LMX *is stronger the less* that supervisors are treated as *outgroup* people of the sales people.



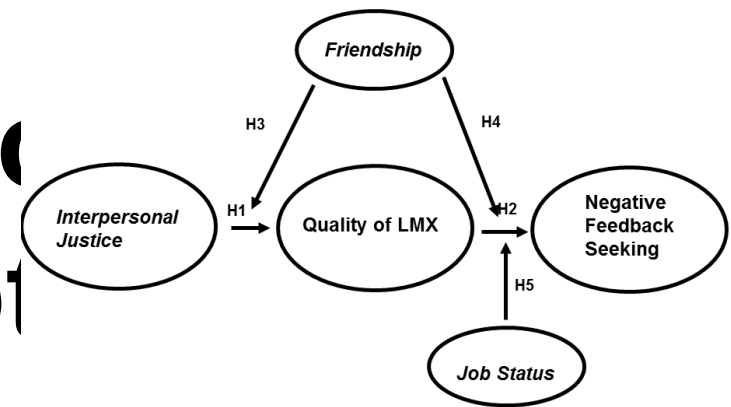
Conceptual Research Hypotheses



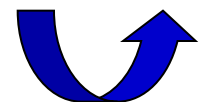
- **Hypothesis 4a.** In the Chinese context, the positive association between quality of LMX and the negative feedback seeking behavior **is stronger the more** that supervisors are treated as **ingroup** people of the sales people.
- **Hypothesis 4b.** In the Chinese context, The positive association between quality of LMX and the negative feedback seeking behavior **is stronger the less** that supervisors are treated as **outgroup** people of the sales people.



Conceptual Model Research Hypotheses

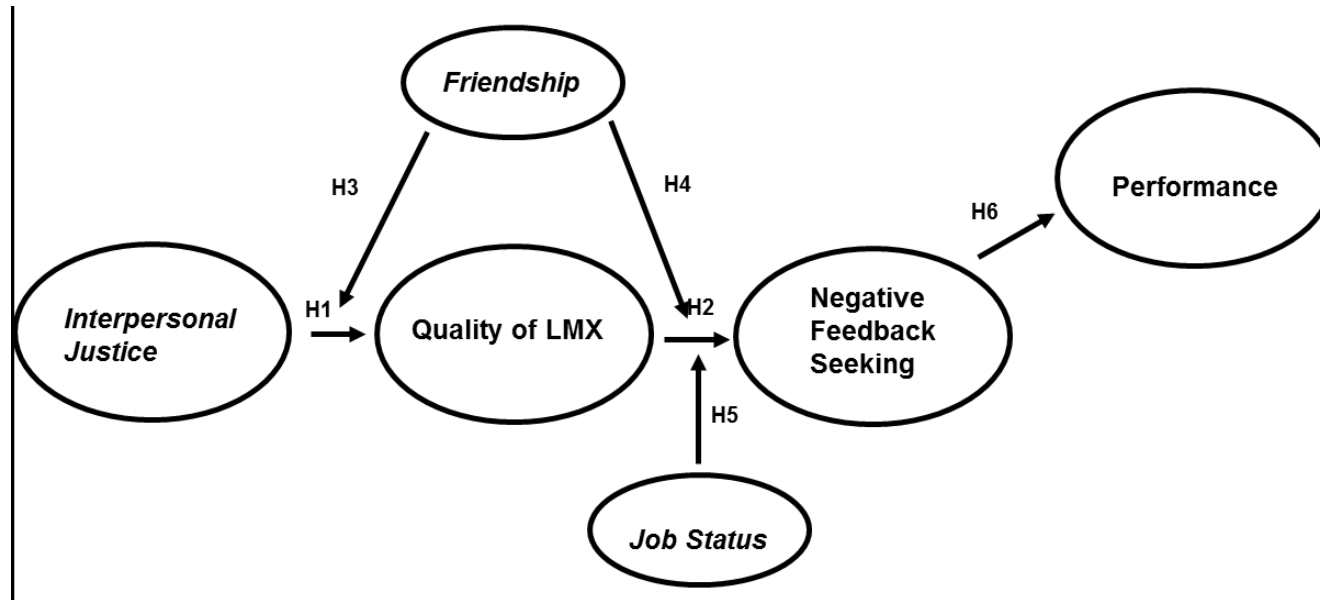


- ***Hypothesis 5a. In the Chinese context, the positive association between quality of LMX and the negative feedback seeking behavior is stronger the more that supervisors have high job titles.***
- ***Hypothesis 5b. In the Chinese context, The positive association between quality of LMX and the negative feedback seeking behavior is stronger the less that supervisors have ordinary job titles.***



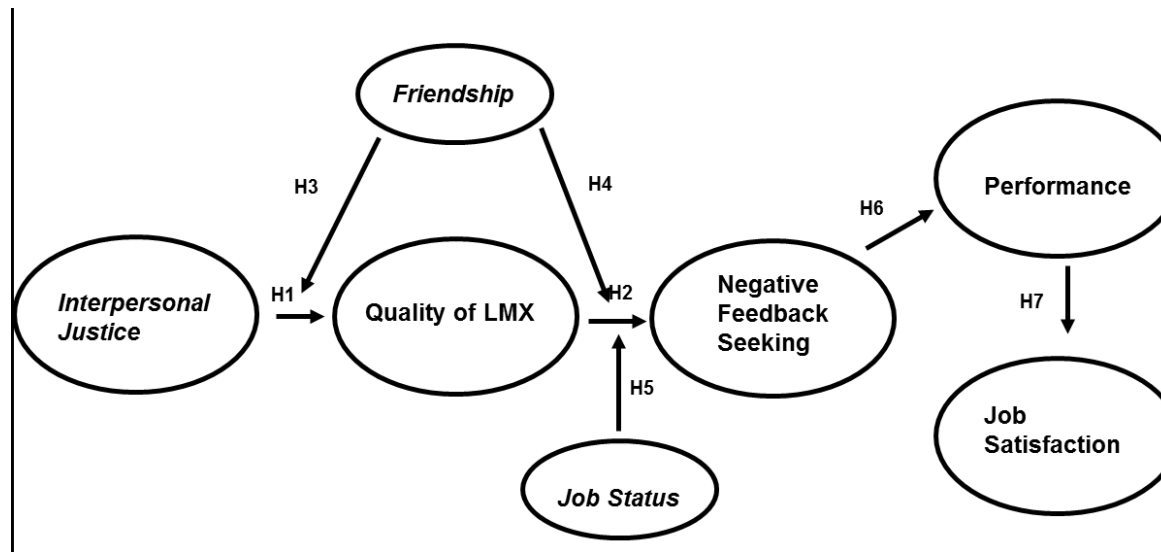
Conceptual Model and Research Hypotheses (7)

- Hypothesis 6: Sales people's negative feedback-seeking behavior mediates the relationship between quality LMX and work performance.*



Conceptual Model and Research Hypotheses (8)

- Hypothesis 7. There is a positive causal relationship from sales representative's performance to his or her job satisfaction.*



Research Methodology (1)

- **Develop hypothesized model** – Total constructs
- **Develop questionnaire** – based on items/measures
- **Inductive qualitative discussion**
 - Three sample groups
 - Hong Kong sales people
 - Western sales people
 - Mainland sales
 - Focus Groups and One-to-one discussion

Research Methodology (2)

- **Pilot test**
 - **Industrial experts**
 - **Sample Frame**
 - **Convenience sampling**

Research Methodology (3)

- **Suggested industries:**
 - » **Cars**
 - » **Insurance**
 - » **Banking**
 - » **Stock Market**
 - » **Property**
 - » **Medical**
- **20 to 50 respondents in total**
- **3 samples**
 - » **Hong Kong**
 - » **Western**
 - » **Mainland**

Research Methodology (4)

- **Main Study**
 - **Through the internet/mail survey**
 - **Pre-contact via phone**
 - **200 in each subgroups (600 respondents in total)**

Research Methodology (5)

- **Measures**
 - **Interactional justice**: Colquitt's (2001) nine-item measure
 - **Leader–member exchange**: The subordinates would be asked to assess the quality of their LMX by using Graen and Uhl-Bien's (1995) LMX-7 scale
 - **Negative feedback-seeking behavior**: It would be measured by using a five-item scale validated by VandeWalle et al. (2000).

Research Methodology (6)

- **Measures**
 - **Performance**: By using self-reported method, performance of sales people is measured by the seven-item scale which was developed by Babin and Boles in 1996.
 - **Friendship**: It would be manipulated. In the friend condition, the respondent would be told that the supervisor is a good friend of his/hers.
 - **Job status**: It would be manipulated. In the high job status condition, the respondent would be told that the supervisor is a senior marketing and sales vice president.

Research Methodology (7)

- Measures
 - **Control variables**: a set of demographic variables include gender, age, and number of years of working experience.
 - **Age and number of years of working experience** would be reported by the subjects in number of years.
 - **Gender** would be reported by the survey interviewer or self-reported if it is done by online survey.

Research Methodology (8)

- **Proposed Data Processing**
 - To test the research hypotheses in this study and statistically discriminate between the key variables, confirmatory factor analysis and variances analysis would be conducted mainly via LISREL.



Timetable

[illegible]

Conclusion (1)

- This study will set up the boundary conditions in which **western theories of negative feedback seeking behavior will and will not work.**
- Specifically, **friendship** is conceptualized to moderate the links between interpersonal justice and quality of leader-member exchange and between quality of leader-member exchange and negative feedback seeking.

Conclusion (2)

- In addition, the **moderating role of job status** is also proposed on the association of quality of leader-member exchange and negative feedback seeking.
- Through these moderating roles of friendship and job status, these will in turn lead to improved **performance and job satisfaction**.

Conclusion (3)

- The research intends to draw on a sample of sales people with different cultural backgrounds in Hong Kong. Three subgroups will be sampled in the study, i.e., Hong Kong, Mainland Chinese and Western respondents.
- With a better understanding on the impact of friendship and job status on the links proposed in the study, practitioners might make use of findings improve the performance and job satisfaction of their sales teams with different cultural backgrounds.

Q & A