

Abstract

Research in performance feedback has suggested that supervisors were reluctant to deliver negative feedback to avoid difficult future interaction and other unfavorable reactions from subordinates. With participants from joint ventures in China, two studies were conducted to examine the effects of perceived supervisory intention on aversive consequences of negative feedback. The first study investigated 32 participants to develop a comprehensive measure of perceived supervisory intentions behind criticism. Results of showed that additional intentions should be added in addition to those identified in Western societies. A total of 248 employees from two joint ventures took part in a questionnaire survey in the second study. Results of the second study indicated that subordinates who perceived that a criticism was delivered for their benefits would respond positively. In addition, results also showed that interpersonal fairness, feedback privacy and directness of feedback affected subordinates' perception of supervisory feedback upon facing a criticism. Negative feedback delivered in a just manner, in private or in a direct style would trigger positive

perception of supervisory intentions. Theoretical importance and managerial implications of the findings in the present study are discussed.