Supplementary Analyses: Study 1

To explore whether our hypothesized effects were unique to feedback seeking, we assessed another way in which people seek information from others: voice solicitation. Voice solicitation occurs when managers actively encourage their employees to speak up with improvement-oriented ideas, concerns, and suggestions (Fast et al., 2014). In contrast to feedback-seeking’s focus on one’s own performance, voice solicitation’s focus is on workplace decisions, processes, and overall effectiveness. Our Time 3 survey included a 3-item measure of voice solicitation (e.g., “Asked your employees for input about things that would be helpful for improving the team/unit’s performance”; α = .81) adapted from Fast et al. (2014). We compared voice solicitation to feedback seeking from employees/subordinates. The two were positively correlated (r = .47, p < .001), yet a CFA supported the discriminant validity between the two measures (N = 207; χ² = 36.13, df = 8, p < .001, CFI = .97, SRMR = .06). As importantly, the pattern of results we observed for feedback seeking did not appear for voice solicitation. Voice solicitation was positively correlated with both self-efficacy (r = .23, p = .001) and perspective taking (r = .26, p < .001), yet perspective taking did not moderate the effects of self-efficacy on voice solicitation (B = .01, p = .927). Moreover, managers reported more frequent voice solicitation (M = 4.10, SD = 1.36) than feedback seeking from employees (M = 2.63, SD = 1.49; t = 14.30, p < .001).

Supplementary Analyses: Study 2

We also examined the effects of self-efficacy and perspective taking on voice solicitation in Study 2. Voice solicitation was measured via a 4-item measure adapted from Fast et al. (2014). Voice solicitation was correlated with downward feedback seeking, but a CFA provided support for discriminant validity, with a two factor model exhibiting good fit (N = 385; χ² =
51.84, df = 19, p < .001, CFI = .98, SRMR = .04). Voice solicitation was not correlated with self-efficacy (r = .11, p = .831), and perspective taking did not moderate the effects of self-efficacy on voice solicitation (B = .14, p = .11). As in Study 1, employees reported that their managers engaged in voice solicitation more frequently (M = 3.60, SD = .75) than feedback seeking (M = 2.76, SD = 1.03; t = 22.07, p < .001).