Original Citation

Dahling, J.J., O'Malley, A.L., & Chau, S.L. (2015). Effects of feedback motives on inquiry and performance. *Journal of Managerial Psychology, 30,* 199-215.

Presentation of Measures

Instructions: Please indicate the extent to which you agree or disagree with each statement below. (1 = strongly disagree, 5 = strongly agree)

Instrumental:

1. I can learn more about the performance expectations that others set for me by asking for feedback.
2. My job-related skills can be improved if I ask for feedback.
3. I ask for feedback to help me "learn the ropes" when new performance goals and expectations are set for me.
4. I seek feedback when I am uncertain about my role in the organization.
5. When I ask for feedback, I do so because I want information related to my duties in the organization.

Image enhancement:

1. I like to ask for feedback because it gives me a good opportunity to remind others of my accomplishments.
2. Asking for feedback is a good way to emphasize my good qualities to others.
3. I ask for feedback at work because I know it will enhance the way that others see me.
4. Requesting feedback can communicate to others that I am a good, responsible worker.
5. I can make a good impression on others by asking for feedback on tasks that I know I have performed well on.
6. I can appear very competent if I ask for feedback from the right people.

Note: Present the items in a randomized order if using a computer-based survey.

Context & Background

The instrumental and image enhancement motive scales reported in Dahling et al. (2015) were developed in the context of a much larger effort to create and validate measures of all of the major feedback-seeking motives. This effort developed measures for the instrumental, image enhancement, image defense, ego enhancement, and ego defense motives articulated in the feedback literature (Ashford, Blatt, & VandeWalle, 2003). Unfortunately, we were unable to publish this manuscript because of its considerable length (3 studies) relative to what many reviewers considered a small contribution. To salvage something, we took a single study from the paper and rewrote it with a more straightforward model test that drew on only the instrumental and image enhancement motive scales. That manuscript became Dahling et al. (2015). Below is the full set of scales that we developed and some validity evidence in the hopes that someone finds this useful. These were developed in the "pilot study" referred to in Dahling

et al. (2015, p. 205), so you should cite that article as the origin of the measures if you want to use any of the other motive scales in your own research. You can also cite Nakai and O'Malley (2015), who subsequently used all five scales in a latent profile analysis of feedback motives, for subsequent validity evidence:

Nakai, Y., & O'Malley, A.L. (2015). Feedback to know, to show, or both? A profile approach to the feedback process. *Learning and Individual Differences, 43,* 1-10.

Ego Defense:

1. I tend to not ask for feedback because it might be negative and make me feel bad about myself.
2. The amount of feedback that I ask for depends on whether or not I think it will hurt my feelings.
3. I am reluctant to seek feedback because it might negatively influence the way I see myself.
4. Asking for feedback is threatening to my ego.
5. Being judged could change the way that I see myself, so I avoid feedback.

Ego Enhancement:

1. I sometimes ask for feedback because I know the reply will help me feel better about myself.
2. I like seeking feedback because it improves the way I see myself.
3. I sometimes ask for feedback when I know the reply will be positive because it makes me feel good.
4. I ask for feedback that I know will be positive when I need an ego boost.
5. Feedback can really improve the way that I feel about myself, so I try to seek it out.
6. I ask for feedback when I anticipate that it will be positive because it lets me give myself a "pat on the back."
7. I look for opportunities to seek feedback that I know will be positive because it improves my self-view.

Image Defense:

1. I dislike asking for feedback because it can make me look incompetent to others.
2. I am careful about seeking feedback in public because I do not want to look bad.
3. I want to control the way that others see me, so I am reluctant to seek feedback that could damage my public image.
4. I avoid asking for feedback at work because I don't want people to think poorly of me.
5. Asking for feedback at work is a risk to my public image that I don't like to take.
6. Others might think less of me if they know that I am not an expert and that I might need feedback.

Table 1

Principal Axis Factoring Pattern Coefficients and Structure Coefficients (in Parentheses) of Feedback Motive Items with Oblimin

Rotation, Study 1

Items	Factor						Extracted Communalities
	Ego Enhancement	Image Defense	Ego Defense	Instrumental	Image Enhancement	(Uninterpreted)	
1. I can learn more about the performance expectations that others set for me by asking for feedback.	.06 (.20)	-.06 (-.21)	-.04 (-.17)	**.69 (.71)**	-.03 (.12)	-.12 (-.06)	.53
2. My job-related skills can be improved if I ask for feedback.	-.03 (.18)	.04 (-.14)	-.08 (-.17)	**.73 (.74)**	.05 (.15)	-.02 (.03)	.55
3. I ask for feedback to help me "learn the ropes" when new performance goals and expectations are set for me.	-.01 (.23)	-.03 (-.13)	-.03 (-.07)	**.52 (.58)**	.17 (.25)	.15 (.19)	.38
4. I seek feedback when I am uncertain about my role in the organization.	-.01 (.15)	-.08 (-.21)	.07 (-.07)	**.74 (.74)**	-.08 (.05)	.06 (.14)	.56
5. When I ask for feedback, I do so because I want information related to my duties in the organization.	.05 (.23)	.06 (-.07)	.03 (-.05)	**.75 (.73)**	-.05 (.13)	-.08 (-.01)	.54
6. I tend to not ask for feedback because it might be negative and make me feel bad about myself.	-.07 (.16)	.07 (.39)	**.77 (.80)**	-.02 (-.15)	.07 (.17)	.01 (.10)	.65
7. I worry about how feedback will make me feel about myself, so I sometimes avoid it.[A]	.04 (.09)	-.06 (.09)	**.44 (.44)**	.00 (-.03)	-.10 (-.01)	.32 (.38)	.31

8. The amount of feedback that I ask for depends on whether or not I think it will hurt my feelings.	.13 (.33)	.02 (.35)	**.70 (.76)**	-.06 (-.11)	.06 (.26)	-.01 (.08)	.60
9. I am reluctant to seek feedback because it might negatively influence the way I see myself.	.01 (.25)	.01 (.40)	**.88 (.90)**	-.05 (-.16)	.07 (.24)	-.07 (.03)	.82
10. Asking for feedback is threatening to my ego.	.02 (.22)	.07 (.38)	**.76 (.79)**	.01 (-.11)	.01 (.17)	-.06 (.04)	.63
11. Being judged could change the way I see myself, so I tend to avoid feedback.	-.02 (.20)	.07 (.39)	**.79 (.80)**	.03 (-.10)	.02 (.17)	-.07 (.03)	.65
12. I sometimes ask for feedback because I know the reply will help me feel better about myself.	**.69 (.74)**	-.04 (.09)	.06 (.24)	-.01 (.20)	.05 (.48)	.19 (.24)	.58
13. I like seeking feedback because it improves the way I see myself.	**.74 (.79)**	-.01 (.06)	-.05 (.13)	.12 (.34)	.03 (.50)	.12 (.17)	.65
14. I sometimes ask for feedback when I know the reply will be positive because it makes me feel good.	**.79 (.85)**	.09 (.18)	-.04 (.21)	.05 (.27)	.04 (.54)	.19 (.23)	.76
15. I ask for feedback that I know will be positive when I need an ego boost.	**.82 (.84)**	-.01 (.16)	.07 (.27)	-.06 (.15)	.05 (.55)	-.09 (-.04)	.73
16. Feedback can really improve the way that I feel about myself, so I try to seek it out.	**.74 (.81)**	-.04 (.08)	.05 (.17)	.14 (.33)	.06 (.55)	-.22 (-.16)	.72
17. I ask for feedback when I anticipate that it will be positive because it lets me give myself a "pat on the back."	**.87 (.85)**	.05 (.19)	-.02 (.21)	-.04 (.17)	-.01 (.52)	-.05 (-.01)	.73

18. I look for opportunities to seek feedback that I know will be positive because it improves my self-image.	**.71 (.81)**	.05 (.22)	.09 (.27)	.01 (.18)	.13 (.55)	-.26 (-.21)	.74
19. I dislike asking for feedback because it can make me look incompetent to others.	-.11 (.08)	**.66 (.70)**	.17 (.43)	.07 (-.10)	.02 (.10)	.17 (.17)	.55
20. I am careful about seeking feedback in public because I do not want to look bad.	.09 (.18)	**.67 (.70)**	.04 (.35)	-.05 (-.16)	-.02 (.13)	.13 (.12)	.52
21. I want to control the way that others see me, so I am reluctant to seek feedback that could damage my image.	.11(.22)	**.77 (.77)**	-.05 (.30)	-.01 (-.13)	.01 (.18)	.02 (-.01)	.61
22. I avoid asking for feedback at work because I don't want people to think poorly of me.	-.01 (.11)	**.85 (.85)**	.00 (.34)	-.02 (-.20)	-.01 (.11)	-.03 (-.06)	.72
23. Asking for feedback at work is a risk to my public image that I don't like to take.	.05 (.14)	**.77 (.81)**	.08 (.37)	.00 (-.18)	-.06 (.10)	-.20 (-.21)	.69
24. Others might think less of me if they know that I am not an expert and that I need feedback.	-.08 (.04)	**.78 (.77)**	-.03 (.27)	-.04 (-.21)	.04 (.09)	-.08 (-.12)	.61
25. I like to ask for feedback because it gives me a good opportunity to remind others of my accomplishments.	.14 (.60)	-.04 (.14)	.08 (.23)	-.05 (.10)	**.75 (.84)**	-.14 (-.12)	.74
26. Asking for feedback is a good way to emphasize my good qualities to others.	-.02 (.51)	-.05 (.12)	.08 (.21)	-.04 (.10)	**.89 (.87)**	-.13 (-.12)	.78
27. I ask for feedback at work because I know it will enhance the way that others see me.	.00 (.52)	.04 (.17)	.02 (.16)	.00 (.13)	**.83 (.85)**	-.19 (-.18)	.75

28. Requesting feedback can communicate to others that I am a good, responsible worker.	.08 (.54)	-.02 (.05)	-.02 (.13)	.11 (.28)	**.68 (.74)**	.25 (.26)	.64
29. I can make a good impression on others by asking for feedback on tasks that I know I have performed well on.	.07 (.57)	.05 (.15)	.04 (.22)	.10 (.26)	**.73 (.80)**	.21 (.22)	.71
30. I can appear very competent if I ask for feedback from the right people.	.19 (.53)	.09 (.18)	-.03 (.19)	-.03 (.12)	**.53 (.65)**	.24 (.24)	.51
Unrotated Eigenvalues	8.83	5.32	2.25	2.20	1.50	1.09	
Rotated Eigenvalues	7.01	4.68	4.83	3.32	6.22	0.78	
Percent Variance Explained	29.42%	17.72%	7.50%	7.33%	5.00%	3.65%	

Note: Primary pattern and structure coefficients for each item are presented in bold face. [A] Item was dropped from scale due to cross-loadings.

Table 2

Cronbach's Alpha Coefficients, 95% Confidence Intervals, and Statistical Significance Tests for Motive Scales, Study 1

Motive Scale	α	95% CI	*F*-ratio	Sig
Instrumental	.82	.78-.86	1.67	*p* < .001
Ego Enhancement	.93	.92-.95	4.40	*p* < .001
Ego Defense	.90	.88-.92	3.08	*p* < .001
Image Enhancement	.91	.89-.93	3.43	*p* < .001
Image Defense	.90	.87-.92	2.91	*p* < .001

Note: All statistical significance tests are non-nil null tests wherein H_0: $\alpha \leq .70$.

Table 3

Means, Standard Deviations, Reliabilities, and Correlations between Scale Scores, Study 2

	M	*SD*	α (95% CI)	1	2	3	4	5	6	7	8	9	10
1.Instrumental	3.99	0.48	.91 (.88-.93)	--									
2. Ego Enhancement	3.02	0.94	.95 (.94-.96)	.14*	--								
3. Ego Defense	2.12	0.77	.90 (.87-.91)	-.11	.32**	--							
4. Image Enhancement	2.89	0.86	.90 (.88-.92)	.14*	.64**	.02	--						
5. Image Defense	2.32	0.76	.90 (.87-.92)	-.12	.31**	.57**	.08	--					
6. Feedback Orientation	3.84	0.46	.87 (.84-.90)	.51**	.10	-.20**	.15*	-.13	--				
7. Feedback Environment	3.81	0.60	.85 (.82-.88)	.30**	.18*	-.10	.09	-.22**	.28**	--			
8. Inquiry	2.49	0.80	.80 (75-.84)	.25**	.21**	-.09	.27**	-.15*	.25**	.17*	--		
9. Feedback Mitigation	5.13	1.11	.86 (.83-.89)	.35**	.06	-.15*	.13	-.22**	.30**	.26**	.34**	--	
10. Feedback Avoidance	2.24	1.06	.86 (.83-.89)	-.06	.30**	.47**	.23**	.37**	-.02	-.16*	-.09	-.18**	--

*Note: **p < .01; * p < .05*