

조직구성원의 긍정피드백이 직무만족에 미치는 영향: 내적 동기부여의 매개효과와 LMX의 조절효과를 중심으로

Impact of Organizational Member's Positive Feedback on their Job Satisfaction: The Mediating Role of Intrinsic Motivation and the Moderating Role of LMX

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요약

본 연구의 목적은 긍정피드백이 직무만족에 미치는 영향을 알아보고 그 과정에서 내적 동기부여의 매개효과와 LMX의 조절효과를 실증적으로 검증하고자 하였다. 이를 위해 국내 기업의 다양한 업종의 구성원 중 총 396 명에게 설문하여 345명으로부터 자료를 수집하였고, SPSS 25.0 AMOS 25.0를 사용하여 설문의 타당도를 Process Macro 3.0을 사용하여 변인들 간의 인과관계와 매개효과 조절효과를 검증하였다.

연구결과, 조직구성원들의 긍정피드백은 내적 동기부여와 직무만족에 정(+)의 영향을 미치는 것으로 나타났다. 조직구성원의 내적 동기부여는 직무만족에 정(+)의 영향을 미치며, 긍정피드백과 직무만족간에 정(+)의 매개효과를 갖는 것으로 보였다. LMX는 긍정피드백과 내적 동기부여에 정(+)의 조절효과를 보였으며, 조직 구성원의 내적 동기부여는 긍정피드백과 직무만족간에 LMX에 의한 정(+)의 조절된 매개효과를 갖는 것으로 나타났다.

이러한 연구결과의 시사점은 첫째, 조직에서 최근 이슈가 되고 있는 리더의 긍정피드백은 조직구성원의 내적 동기부여를 만들어내고 그들의 직무만족을 향상시킨다는 것이다. 또한 리더와 조직구성원의 관계가 좋을수록 리더의 긍정피드백이 그들의 내적동기부여를 촉진시킨다는 것이다. 둘째, 조직의 성과와 인재육성을 위해서는 조직 구성원의 직무만족이 중요한 바, 이를 위해 조직구성원의 직무만족을 향상시킬 수 있는 다양한 방안으로 리더의 적절한 긍정피드백을 제공해야 하는 바 다양한 교육방법을 통해 리더의 역량을 배양해야 한다는 실무적 시사점을 제시하였다.

■ 중심어 : | 긍정피드백 | 내적 동기부여 | LMX | 직무만족 |

Abstract

The purpose of this study is to find out how positive feedback affects job satisfaction and empirically validate, in the process, the mediation effect of intrinsic motivation and the moderating effect of LMX. For this study, data was gathered on 345 out of total 396 members of domestic organizations in various industries, on whom we conducted a survey, and we reviewed the validity of our survey by means of confirmatory factor analysis, performed based on SPSS 25.0 AMOS 25.0, and confirmed correlations, and mediating and moderating roles existing among variables using Process Macro 3.0.

As a result, it was verified that organizational members' positive feedback positively affects their intrinsic motivation and job satisfaction. In this study, it is validated that organizational member's intrinsic motivation has a positive influence on job satisfaction and positive mediation effect exists between them. Also, LMX has a positive moderating role for positive feedback and intrinsic motivation, and organizational member's intrinsic motivation revealed that it has a LMX-moderated positive mediation effect on positive feedback and job satisfaction.

The implications of these findings are first, positive feedback, an issue these days in corporate organizations, produces intrinsic motivation of organization members and raises their job satisfaction. Furthermore, organizational members' intrinsic motivation is triggered by their leader's positive feedback when they are more in a good relationship. Lastly, given that job satisfaction of organizational members matters for organizational performance and human resource development, we can get a practical implication that we should nurture the capabilities of a leader through various education methods as we must provide an adequate positive feedback as one of the multiple ways that help improving the job satisfaction of organizational members.

■ keyword : | Positive Feedback | Intrinsic Motivation | LMX | Job Satisfaction |

I. Introduction

The recent COVID-19 has brought an unprecedented crisis of a global scale in the world. This situation increases the concern for nations and business worldwide as to what they should do to survive in such unpredictable environmental shift and competitive landscape. Then, what should businesses do and how should they prepare for the future? They will inevitably fail if they rely on their past experience to be get ready for the future. At this juncture, they should think hard and produce creative, out-of-the-box ideas and turn this crisis into opportunity. To this end, companies must embark on various initiatives to boost organizational competitiveness, such as performance improvement, change management, boosting organization, and turning newcomers into talented employees. Human resource management is gaining more importance within an organization, in light of the fact especially that an organization's performance is directly related with the performance of individuals consisting this organization[1]. It is necessary to understand human's basic motivation mode to manage and develop human resources in an organization[2]. In many prior studies on increasing corporate competitiveness, it was verified that feedback in an organization is effective for its performance and motivation[3]. Motivated members successfully deliver or even produce outputs that exceed the expectation on a difficult, special task beyond the general level of comprehension (Ex: Employee of Southwest Airlines), and they generate unique and creative results. There are diverse factors directly affecting the motivation of organizational

members. They could be influenced by institution or policy, or by supervisor's leadership and attitude[4-6]. The focus of many studies is confined to extensive leadership including feedback, even though the feedback of leader and members is crucial as the direct and psychological motivation of members' creative behaviors and outcomes. Feedback-related studies are currently lacking [7-10]. If the past feedback studies passively viewed individuals in an organization simply as feedback recipients[11], attempts have been made to find out its intrinsic cognitive mechanism, in other words, how the positive feedback on organizational members affect their outcome, job satisfaction, through their behavioral response and intrinsic motivation. The ground for this is sought from job characteristics model (JCM) to learn about the process of how positive feedback affects job satisfaction. Under this theory, members, once they are given a feedback offering them with direct and clear information on their performance, generate high level of intrinsic motivation and high results[12]. It turned out positive feedback has more positive influence on learner's intrinsic motivation than negative feedback[13]. [14]argued that positive verbal reinforcement increases competence and enhances intrinsic motivation. [15]claimed that motivation to grow comes from intrinsic rather than extrinsic motivation factors and such intrinsic factors give meanings and values to one's task, leading to job commitment. Job satisfaction is in proportion to how one values one's job[16][17]. What is noteworthy here is that leader's positive feedback instills confidence and raises creativity of organizational members when they find a new

solution to problems[18], and it demonstrates a consistent outcome of improving job performance and increasing job satisfaction[19][20]. LMX especially counts even more in this 'untact' era. Since the current untact approach used when people cannot often meet each other shows lower work speed and information delivery than under the existing face-to-face approach, it is highly likely that difficulty would intensify for out-group while this decreases for in-groups as members here make frequent interactions based on intimacy and trust. Such leader-member exchange (LMX) based on social exchange theory creates both formal and informal relations with members, making leader delegate important tasks and share many support activities and information with members helpful to their job performance while providing them with feedback. In return, members not only faithfully perform their duties but also feel more content with their jobs[21][22]. Granted, we can deduct that LMX will play a moderating role in members' positive feedback and intrinsic motivation.

This study intends to examine positive feedback's influence on intrinsic motivation and job satisfaction, based on on job characteristics model (JCM), in which members get strong intrinsic motivation from autonomy in their own duty and a feedback giving them clear and direct information on their performance, as well as self- self-determination theory and one of its sub-theories, cognitive appraisal theory. Cognitive evaluation theory (CET) of [23]said that human being's motivation is triggered by his/her own voluntary will. Under this theory, a person has an essential intrinsic tendency to seek something new and make challenge and

exercise one's own capabilities through this tendency[24]. Generally speaking, an individual who is intrinsically motivated is associated with the joy and interest learned from handling one's own task.

Against this background, this study has two aims: : First is to investigate the relationship between positive feedback and intrinsic motivation by using self-determination theory and its sub-theory of cognitive evaluation theory, and job characteristics theory, which claimed members show a tendency to enjoy and voluntarily work. Then to validate positive feedback, intrinsic motivation and LMX-moderated effect. Second is to find implications on the kind of positive feedback specifically required for better job satisfaction by leveraging the causal relationship of how positive feedback leads to job satisfaction. At the same, it tries to search for a way to increase the intrinsic motivation and job satisfaction of organizational members.

II. Theoretical Background and Research Hypotheses

1. Organizational member's positive feedback and intrinsic motivation

Positive feedback refers to responding, encouraging and motivating members on their behavior so that they can fulfill their abilities[25]. [26]noted that it is leaving a positive impression by praising and encouraging other's behavior, while [27][28]said it means acceptance, permission, satisfaction or better results. [29][30]etc. presented the finding that positive feedback on job performance produces more intrinsic motivation among

members, [31] offered the outcome that members who got positive feedback put more effort and abilities to produce results from their tasks compared with those with negative one. [31] claimed that this result is related with positive feedback influencing intrinsic motivation. In a female college-student study, [32] played a card game in a circumstance where it is possible to tempt and deceive its subjects. Researchers gave a positive feedback of high self-esteem to one of the three groups, while another group with negative feedback of low self-esteem. The last remaining group was told that it doesn't have either high or low esteem. In the process, they analyzed dishonest behavior of each group and learned that the subjects who got the negative feedback of low self-esteem committed the most dishonest behavior among the groups while the ones with strong self-esteem feedback demonstrated the least such behavior. So several motivation theories proved that positive feedback is more effective for pursuing a goal than negative one as positive feedback increases the goal expectation and perceived self-efficacy[33-36]. Under this theoretical approach, positive feedback boosts confidence, making people expect successful goal attainment. Since positive feedback is effective, various social agents encouraged individuals to internalize or consolidate a new goal in their own self-concept through such feedback[24], [37] said concrete feedback than general one, positive feedback than negative one, and corrective feedback than evaluative feedback is much more beneficial for learners, and [38] also concluded that class deviant behaviors are less reported when feedback information is positive than negative, and asserted particularly that

such behavior is extremely high in relation to negative behavioral feedback (general-negative feedback). [39] pointed out that feedback is necessary to increase control, confidence or sense of achievement of members by giving them motivation. According to, [40] internal control effect can be attained through continued support and encouragement on member's behavior, irrespective of reward for it, and positive feedback raises the motivation of a person to pursue other consistent behavior when a higher goal is evident. In other words, organizational members, the argument goes, want continuous feedback notwithstanding that financial reward is also critical for them. In its study, [41] illustrated that positive verbal feedback improves the intrinsic motivation of male and female adults toward both gender-type and non-gender type works, and negative feedback decreases the intrinsic motivation of both men and women[42][43]. Cognitive evaluation theory of [42], the research finding of [44], and self-determination theory in the research finding of think human's basic desires are autonomy, competence and relatedness because it's revealed that positive feedback strengthens the intrinsic motivation of women and children[29][45][46], that of youth [30] and grownups[47]. Positive feedback on members is centered on addressing these basic psychological needs and they can be seen as the core elements required to induce their intrinsic motivation[48]. That said, the relationship between positive feedback and intrinsic motivation, alike in previous studies, is positive and the following hypothesis is established:

Hypothesis 1: Positive feedback on

organizational members positively affects their intrinsic motivation.

2. Positive feedback and job satisfaction of organizational members

The concept of job satisfaction has several meanings so there have been numerous studies to find out what that denotes and how it can be applied to improve performance.

Job satisfaction refers to the pleasant or positive emotional state originating from the evaluation of workplace or job experience[49]. [50] and [51] pointed out that it is positive and negative nature learned and gained from experience, positive or negative attitude rooted in an individual's hereditary assets, and the output of the reality a person sets in his/her workplace. Also it is mutually related with the experience of colleagues and supervisor assessment and it is an attempt to adapt to this trait in accordance with a person's job characteristics and the requirements in workplace.

According to [52][53], job satisfaction is strongly influenced by factors like acknowledgement of own job performance, a job that one feels is important and meaningful, freedom and responsibility on member's behavior, pay, a leader with strong leadership skills and competencies, working environment, company's policies and procedures, interpersonal relationships, status, stable employment, member's stress and emotion. Job satisfaction is affected by personal, environmental and psychological factors. Here environment-related factors include communication and employee acknowledgement[54][55], while individual-associated ones are emotion, genetics and personalities[56], and psychological factors are

a person's life, family and community[57]. Communication, among anything else, is one of the most crucial elements of job satisfaction. If a member receives a positive feedback on his/her performance from people around him/her, his/her job satisfaction or job performance can go up as it increases his/her satisfaction with this feedback[58-60]. In line with this finding, positive feedback appears to positively influence job satisfaction, and the following hypothesis is derived accordingly:

Hypothesis 2: Positive feedback of organizational members positively affects their job satisfaction.

3. Intrinsic motivation and job satisfaction of organizational members

Intrinsic motivation denotes an inner desire to perform one's task to experience personal contentment or the joy or fun intrinsic to it rather than to seek external physical reward for individual performance[23][42]. In self-determination theory (SDT)[24][43], proposed the concept of self-determination as something that decides one's intrinsic motivation and this motivation level, under this theory, is determined by how much a person feels his/her autonomy is guaranteed to control or regulate one's own behavior. In this theory, human's basic desires are autonomy, relatedness, and competence, and member's positive feedback is oriented to meeting such psychological needs and it can be viewed as one of the core elements needed to trigger intrinsic motivation among members[48]. Autonomy, among them, is the most crucial for producing intrinsic motivation, followed by the remaining factors in the sequence of

competence and relatedness. Basically, voluntary will is needed to feel happiness and joy from certain work or behavior even there's no extrinsic reward or expectation like compensation for the result. Intrinsic motivation can be most evidently expressed under a situation, in which autonomy is ensured as such to be conducive for demonstrating voluntary will. The definition of job satisfaction is organizational member's positive emotional state on one's own job[49]. Existing researches disclose that intrinsic motivation affects job satisfaction[61-64]. Classic motivation scholars and humanitarianism psychologists asserted that men have the ecological desire to engage in job activities that they believe is meaningful[16][17][65][66]. The argument goes that human basically possesses the desire to perform the job he/she thinks is meaningful rather than through extrinsic factors, and people get job satisfaction by themselves by gaining intrinsic motivation from the job itself. Therefore, it could be understood that job satisfaction, which refers to the emotion of considering one's own job as something important and identifying oneself with it, is closely connected with how much one is intrinsically motivated toward it.

In conformance with this outcome, it looks positive feedback has a positive influence on job satisfaction and the hypothesis as stated as below can be concluded:

Hypothesis 3: Intrinsic motivation of organizational members positively affects their job satisfaction.

4. The mediation role of intrinsic motivation

Intrinsic motivation denotes an inner desire

to perform one's task to experience personal contentment or the joy or fun intrinsic to it rather than to seek external physical reward for individual performance[23][42]. In self-determination theory(SDT), [24][42]proposed the concept of self-determination as an individual's intrinsic motivation and this motivation level, under this theory, is decided by how much a person feels his/her autonomy is guaranteed to control or regulate one's own behavior. Another concept on motivation is intrinsic and extrinsic motivation based on self-determination theory. When it comes to motivation, intrinsic motivation of finding happiness from behavior itself, instead of that being forced involuntarily onto them by others, is a natural source of conduct that enables high-quality learning. So it is extremely critical to know what encourages or discourages this conduct[24]. Intrinsic motivation is a joy or excitement from behavior itself and extrinsic motivation originates from the external reward one can get from the result of this behavior. Intrinsic motivation positively affects the process of creating a sound organization by allowing performance improvement, work engagement, turnover reduction, and positive emotional development[67]. [68]defined it as the state of shifting into efforts through the feelings a person gets from work, such as sense of achievement, confidence and challenging spirit, while [69] and [70]explains it as the happiness and essential satisfaction derived from certain actions of members. According to[70], the state of intrinsic motivation is described by the self-determination gained from performing one's duty and it is formulated when the level of joy and interest in work itself is heightened. [71]noted that factors, such as age, connection

between performance and reward, positivity of feedback, personal achievement orientation, affect intrinsic motivation. [24]cited cognitive evaluation theory (CET) and organismic integration theory (OIT), among the sub-theories of self-determination theory, and argued that in the former intrinsic motivation rises if human's basic desires are met though no special reward is given. In addition, positive verbal reinforcement further serves to raise intrinsic motivation[27]. [29][30]etc. presents a finding that positive feedback on task execution later leads to increased intrinsic motivation. Job satisfaction is defined as organizational member's positive emotional state on one's own job[49] and existing researches indicate that intrinsic motivation influences job satisfaction[61-64]. Though it was hard to find a study on the mediating role played by intrinsic motivation in the relations between positive feedback and job satisfaction, [72]revealed that it acts as a mediator between job engagement and self-leadership, in which members motivate themselves and coordinate to decide their own action. [73]presented an argument that intrinsic job motivation completely mediates the relations between job satisfaction and psychological capital and organizational commitment. [74]concluded that intrinsic motivation directly has positive effects on job satisfaction and organizational commitment, and further serves a significant mediating role in the relationship between empowering leadership and organizational commitment and job satisfaction. Having said that, members, once subject to positive feedback, attain intrinsic motivation and confidence in their own achievement and engage in and actively deal with their given jobs. In other words,

intrinsic motivation not only directly affects job satisfaction but also it appears to be mediated by intrinsic motivation to have indirect impacts on positive feedback and job satisfaction. Henceforth, here is the hypothesis:

Hypothesis 4: Intrinsic motivation of organizational members positively mediates between positive feedback and job satisfaction.

5. The moderating role of LMX

LMX is founded on role-making theory and social exchange theory and created through individual exchanges between leader and members[75]. [76]said the constituents of LMX are professional respect, loyalty, affection, and contribution. Among them, professional respect refers to members' level of respect for their leader's job skills and knowledge, while loyalty can be defined as something a leader should morally do for his/her members in times of difficulties. Affection means the extent of how much members personally like their leader. Finally, contribution denotes a leader's drive to make further endeavor beside one's own formal roles[77]. Though the concept of LMX is broken down into four sub-components, its studies measure these four constituents as a single concept since individually they cannot encompass its entire concept[78-80]. The crucial feature of LMX theory is that much more positive emotion and trust can be experienced based on the quality of leader-member relations at high level of LMX than at its low level, and more stable and positive social exchange relationship can be formed through frequent interactions[81-83]. Furthermore, LMX, which is based on social exchange theory, often shows exchanging

relations between leader and members depending on the positive behavior or attitude of organizational members[84][85]. [86]said that it partially mediates the relations between positive feedback and job satisfaction and career development. So the relationship between manager's positive feedback and LMX and intrinsic motivation can be deduced from the quality of exchange decided from the mutual expectations among organizational members. With concrete information, members themselves can reinforce their control over their own jobs by understanding the roles they should play and being encouraged to direct their own roles[87]. Intrinsic motivation theory, too, backs the assertion that feedback necessary for member's skillset and competency development raises job satisfaction by increasing interest, willingness to learn, and passion toward one's own function[88-92]. [93]reported that process feedback offering various information that could be learned from work or a way to improve work process helps members learn diverse methods to effectively handle their jobs and consequently increases intrinsic motivation toward their jobs. [94]concluded that the more members are satisfied with the value and significance of feedback, the more they feel that they're valuable ones in their organization and they become happy with their work and engage in their organization. When leader and members trust each other based on mutual confidence and when members are seeking developmental feedback from their leader, leader provides them with such feedback so that members can improve their performance through learning support, while members strive to raise their performance to repay for the useful feedback

and information-sharing they received from their leader. They are also likely to get satisfied with their jobs in this process. In overall, previous hypotheses tell that the effect on members' job performance and job satisfaction, which is mediated by positive feedback, will be moderated by LMX[20]. The relations of domestic business members' feedback characteristics and organizational commitment, and creativity and business result etc. are said to be moderated by LMX[95]. [86][96][97]These studies confirmed that LMX moderates the mutual relations as well as being a similar moderator variable that significantly affects dependent variables. Also [29][30]proposed that positive feedback consequentially raises intrinsic motivation, and [63][64]claimed that this motivation influences job satisfaction. [84][86]mentioned that it partially mediates the relationships between positive feedback and job satisfaction and career development. As it seems we're in compliance with such researches, this study came up with the below hypotheses:

Hypothesis 5: LMX has positive moderating effects on positive feedback and intrinsic motivation of organizational members.

Hypothesis 6: Intrinsic motivation of organizational members plays a positive LMX-moderated mediating role between their positive feedback and job satisfaction.

III. Research Method

1. Research model

The study intends to look into the structural relationship between positive feedback and

intrinsic motivation, LMX and job satisfaction by using previous studies. A research model based on the review of these studies is presented in [Figure 1]. The model aims to comprehensively verify intrinsic motivation and LMX-moderated mediation effects in the relations between positive feedback and job satisfaction as shown as below:

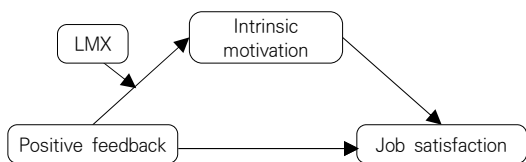


Figure 1. Research Model

2. Data collection and Analysis method

This study surveyed manufacturing workers in Seoul and metropolitan areas to empirically analyze the aforementioned model. Data was gathered for two weeks from September 16 to 30, 2020 and 345 out of total 396, from which 51 outliers are excluded, were subject to final analysis. SPSS 25.0, AMOS 25.0, and Process Macro 3.0 were employed for this analysis exercise.

3. Definition and measurement of variables

Variables used for this study are positive feedback, intrinsic motivation, LMX and job satisfaction. The Likert scale was utilized in all variables and the range of this scale is 1 to 5 (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree).

1) Positive feedback

The definition of positive feedback is responding, encouraging and motivating members on their behaviors so that they can demonstrate their full abilities[25]. In this study,

measurement was made on the organizational member's perception level of positive feedback, and its measurement tool is the four questions adopted by[98], which are based on [99]feedback-measurement questions and modified to suit this endeavor. Some of the examples of these questions are 'I hear my leader expressing his gratitude for what I've completed', or 'My leader treats me like a mature person.'

2) Intrinsic motivation

Intrinsic motivation is defined as the desire within to perform one's job to experience the joy or fun intrinsic to their own task or get personal satisfaction even without receiving any material gains[23][42]. Its measurement tool is [100] (Lee, Y., 2013) questions, which are based on [101]questions and modified to fit this research. Some of the examples of these questions are 'I'm dissatisfied if my finished work is below my expectation' or 'I think my daily work is completed well'.

3) LMX

LMX is grounded on role-making theory and social exchange theory and its definition is that it is formulated through individual exchanges between leader and members[75]. Seven questions of [102]were translated into Korean to be used for this end. Some of the examples are 'My leader is satisfied with what I have done', or 'My leader personally helps me solve the issues I encounter in my job'.

4) Job satisfaction

It is defined as pleasant or positive emotional state originating from the assessment of workplace or job experience[49]. Questions of

[103]which are based on those of[104], are employed, and some of their examples are 'I'm satisfied with what I'm doing' or 'I feel what I do is worth and not in vain'.

IV. Research outcomes

1. Demographic features of research samples

Demographic statistical distribution was examined to find out what kind of characteristics the valid sample group that responded to our survey have. [Table 1] indicates the demographic information of the respondents. Looking into the demographic features of the sample used for this exercise, male (47.8%) and female (52.2%) are similarly distributed with bachelor's degree accounting for the largest share of 66.1 in education category. Subjects are generally evenly ranged across all age groups. Furthermore, team member (59.3%) and administrative affairs and

support (68.5%) take up the biggest portion of position and job respectively. Though less than 5 years (37.8%) is somewhat high in terms of years of service, it is evenly distributed in overall.

2. Credibility and Validation

To test the internal consistency of this study, we checked the Cronbach's Alpha coefficient using SPSS 25.0 program. In the result of reliability analysis, as shown in [Figure 1], all the variables are measured to have Cronbach's Alpha value higher than 0.7, allowing us to conclude that we have gained credibility.

To test the unidimensionality of observed variables, we conducted Confirmatory Factor Analysis (CFA) with the AMOS 26.0 program. Firstly, the model-fit evaluation of the research model was undertaken considering the simplicity of this model, and the verification result showed $\chi^2= 345.813(p= 0.000)$, GFI= 0.901, AGFI= 0.868, NFI= 0.913, CFI= 0.943, RMSEA= 0.070, an excellent level of fitness, meaning the

Table 1. Demographic Features of Respondents

Category		Frequency	Ratio (%)	Category		Frequency	Ratio (%)
Gender	Male	165	47.8	Position	Team member	203	58.8
	Female	180	52.2		Team leader	22	6.4
Total		345	100		Dept. leader	84	24.3
Age	20s	83	24.1		Executive	24	7.0
	30s	81	23.4		Others	12	3.5
	40s	90	26.1	Total		345	100
	Over 50	91	26.4	Job	Sales and Marketing	22	6.4
Total		345	100		Administrative affairs and Support	236	68.4
Years of service	Less than 5 yrs	126	36.5		RandD	36	10.4
	6 ~ 10 yrs	84	24.3		Production and Technology	21	6.1
	11 ~ 15 yrs	46	13.4		Others	30	8.7
	16 ~ 20 yrs	49	14.2	Education	High school	31	9.0
	Over 20 yrs	40	11.6		College	42	12.2
Total		345	100		University	227	65.8
					Bachelor's or doctorate degree	45	13.0
				Total		345	100

Table 2. Outcome of Confidence and Confirmatory Factor Analysis

Factor	Variables	Factor loading	t	se	AVE	CR	Cronbach's α
Positive feedback	Positive feedback 1	0.819	16.835	0.048	0.694	0.900	0.788
	Positive feedback 2	0.844	17.494	0.046			
	Positive feedback 4	0.604	11.483	0.042			
Intrinsic motivation	Intrinsic motivation 1	0.766	15.716	0.038	0.638	0.838	0.836
	Intrinsic motivation 3	0.813	17.072	0.034			
	Intrinsic motivation 4	0.628	12.113	0.04			
	Intrinsic motivation 5	0.786	16.272	0.036			
Job satisfaction	Job satisfaction 1	0.849	12.616	0.037	0.651	0.929	0.929
	Job satisfaction 2	0.873	15.016	0.042			
	Job satisfaction 3	0.898	15.987	0.039			
	Job satisfaction 4	0.883	17.892	0.039			
LMX	LMX 1	0.633	15.799	0.043	0.808	0.944	0.903
	LMX 2	0.723	16.793	0.041			
	LMX 3	0.756	17.382	0.04			
	LMX 4	0.816	19.266	0.038			
	LMX 5	0.75	20.145	0.038			
	LMX 6	0.785	21.106	0.038			
	LMX 7	0.803	20.528	0.038			

$\chi^2= 345.831(p= 0.000)$, GFI = 0.901, AGFI= 0.868, NFI=0.913, CFI= 0.943, RMSEA= 0.070

study can be conducted. Furthermore, factor loadings of measured items are mostly over 0.7 with statistically significant t-value ($t > 11.483$). As in [Table 2], in the test performed to verify the validity of observed items, Average Variance Extraction (AVE) and Construct Reliability (CR) met the reference values ($AVE > 0.5$, $CR > 0.7$) respectively to enable us to decide that it has convergent validity.

3. Results of Correlation Analysis for Latent Variables

Reviewing of the correlations of variables included in the research model before undertaking hypothesis testing illustrates that positive feedback, intrinsic motivation, job satisfaction and LMX all have positive correlations as demonstrated as below:

Table 3. Correlation Analysis

Variable	M	SD	1	2	3	4	5	6	7
Gender	1.52	0.50	1						
Education	4.83	0.76	-0.108*	1					
Position	3.28	1.08	0.233**	-0.115*	1				
Positive feedback	3.37	0.77	-0.151**	0.086	-0.141**	1			
Intrinsic motivation	3.72	0.62	-0.044	0.046	-0.115*	0.246**	1		
Job satisfaction	3.36	0.80	-0.112*	0.029	-0.165**	0.362**	0.461**	1	
LMX	3.26	0.67	-0.180**	0.046	-0.085	0.617**	0.347**	0.501**	1

* $p < 0.05$, ** $p < 0.01$ Spearman correlation analysis

4. Hypothesis Testing

For the purpose of testing positive feedback, intrinsic motivation, job satisfaction and LMX, this study used SPSS Process Macro 3.0 which makes analysis utilizing the bootstrap method (Hayes, 2010). Here is its result. Based on the pilot study, gender, education and position were used as controlled variables.

Table 4. Result of Hypothesis Testing

Hypothesis (Path)	Path coefficient	t	LLCI	ULCI	R2
Hypothesis 1 (Positive feedback → Intrinsic motivation)	0.1876	4.4001**	0.1038	0.2715	0.0676
Hypothesis 2 (Positive feedback → Job satisfaction)	0.3564	6.6927**	0.2517	0.4612	0.1456
Hypothesis 3 (Intrinsic motivation → Job satisfaction)	0.5088	8.2148**	0.3870	0.6307	0.2874

$p < 0.05$ *, $p < 0.01$ **

As a result of the analysis, positive feedback on organizational members has a significant positive effect on their intrinsic motivation ($t=4.4001$) and job satisfaction ($t = 6.6927$). Because the bootstrap confidence interval [0.1038, 0.2715], [0.2517, 0.4612] doesn't include 0, hypotheses 1 and 2 are accepted. Also, it is disclosed that intrinsic motivation of organizational members has a significant positive influence on their job satisfaction ($t=8.2148$). Hypothesis 3 is also adopted because the bootstrap confidence interval [0.3870, 0.6307] doesn't contain 0.

Table 5. Result of the Verification of Mediating Effects by Bootstrap Method

Hypothesis (Path)	Indirect effect	BootLLCI	BootULCI	Whether accepting it or not
Hypothesis 4 (Positive feedback → Intrinsic motivation → Job satisfaction)	0.0955	0.0207	0.0452	Accepted

In addition, when looking at the tested result of mediation effects, indirect effect of intrinsic motivation is 0.955 with bootstrap confidence interval [0.0207, 0.0452] including no "0". Thus, this hypothesis is accepted. So it is believed that intrinsic motivation of organizational members has a mediating effect on the relationship between leader's positive feedback and their job satisfaction.

Table 6. Moderating Effect Result

Variable	Coefficient	Se	T	LLCI	ULCI
(LMX)	0.1668	0.0501	3.3330**	0.0684	0.2653
R2 differential = 0.0277, F = 11.1086 (p= 0.00)					

$p < 0.05$ *, $p < 0.01$ **

Moderating effect analysis tells us that F value of LMX in the relationship between leader's positive feedback and organizational member's intrinsic motivation is 11.1086. It is deemed to demonstrate moderating effects as 0 is not included in its bootstrap confidence interval [0.0684, 0.2653]. Hence, hypothesis 5 is accepted, too.

Table 7. Mediating Effects moderated by Bootstrapping Method

Path	LMX	Indirect effect	BootSE	BootLLCI	BootULCI	Whether accepting it or not
Positive feedback → Intrinsic motivation → Job satisfaction	2.7143	-0.0203	0.0382	-0.1015	0.0488	Accepted
	3.2857	0.0282	0.0311	-0.0362	0.0876	
	4.000	0.0888	0.0394	0.0153	0.0153	
Index : 0.0849			0.0361	0.0170	0.1598	

Our analysis showed that conditional indirect effect at three percentiles of LMX (16%, 50%, 84%) is gradually growing (0.203 → 0.0311 → 0.0394). The bootstrap confidence interval of moderated mediating effect [0.0170, 0.1598] doesn't have 0. So hypothesis 6 is accepted as well.

V. Conclusion

This study was carried out to test whether positive feedback of members impacts their job satisfaction. It further aimed to verify, in relationship between positive feedback and job satisfaction, that intrinsic motivation plays a mediating role for them, while LMX having a

moderating effect on positive feedback and intrinsic motivation and intrinsic motivation having a LMX-moderated mediation effect over the relations between positive feedback and job satisfaction. Here are the hypotheses used for this endeavor:

First, positive feedback of organizational members positively affects their job satisfaction and intrinsic motivation. Positive feedback allows them to successfully complete their jobs and learning as it adds to their confidence[24]. In particular, members' positive feedback raises their satisfaction with feedback and consequently increases their job satisfaction[60]. [25]claimed that positive feedback is about motivating them by responding and encouraging on their actions to help them exert their full abilities.

This finding once again confirmed the outcome of prior studies that positive feedback influences job satisfaction of organizational members via intrinsic motivation.

Second, intrinsic motivation of organizational members positive affects their job satisfaction. Motivational factors of job satisfaction include job itself, opportunities for promotion, pay, and leader and colleagues[105]. Intrinsic motivation enables organizational members to experience personal satisfaction as they find joy and interest in their jobs even if there's no reward [24][42]. People have the desire to do work that they find meaningful[17][65]. It empirically proves [42]argument that intrinsic motivation gives members proactive and strong attitude and make them more attached to their own jobs. It also acts as the energy that keeps them fulfilling their jobs. This outcome is also aligned with the previous researches[61-64] that verified the ties between intrinsic motivation

and job satisfaction.

Third, intrinsic motivation of organizational members positively mediates the relationship between their positive feedback and job satisfaction. Intrinsic motivation is the latent source of energy for members in many organizations and organizations are keenly interested in how this can be tapped to achieve given tasks and goals. [106]argued that intrinsic motivation plays a crucial role in boosting and making an organization grow and prosper, while [42]noted that it is closely related with members' psychological state associated with satisfying their desires[42]. [24]in the meantime, put forward an idea that intrinsic motivation is activated in a culture, in which members take risks to make challenges and their autonomous activities are supported. Therefore, intrinsic motivation serves as an important mediator between positive feedback and job satisfaction since positive feedback members receive on such autonomous behaviors may raise their satisfaction with their jobs.

Fourth, LMX positively moderates positive feedback and intrinsic motivation. Moreover, intrinsic motivation of organizational members has LMX-moderated positive mediating effects on the relationship between positive feedback and job satisfaction. As was mentioned, it can be assumed that an organization, where members receives positive feedback, can enjoy higher job satisfaction. Positive feedback's impacts on intrinsic motivation can be moderated by several situation variables - individuals, organization and personality related ones. Considering that positive feedback is based on the mutual relationships among members, it can be moderated by how the relations among members, in which they give

and receive feedbacks, are established. In-group allows its members to bond more and comfortably interact with each other, while outgroup, when it exists, can produce unfriendly perceptions or misunderstandings among its members[107]. As members in corporate organization work at home with the dramatic environmental risk caused by the COVID-19 pandemic and the advent of super-connected society built on untact interactions, difficulties in interactions would decline for in-group as they are based on intimacy and trust but difficulties in increased interactions would rise for out-group. This development, in turn, would affect these members' performance and job satisfaction. What this means is that in LMX, by taking account the individual relational characteristics between leader and followers[75], leader of a group may form different relations with each of members and their perceptions of such relationships may vary by individual members[108][109]. LMX is connected with intrinsic motivational factors - meanings of work, competence, self-determination and influence[110]. In all, positive feedback on organizational members, as was seen previously, positively influences their intrinsic motivation and job satisfaction[24], and their intrinsic motivation positively affects their job satisfaction. LMX further positively moderates positive feedback and intrinsic motivation[20]. According to[84], [86], it turned out intrinsic motivation among organizational members serves as a LMX-moderated positive mediator between positive feedback and job satisfaction.

VI. Significances and Practical Implications

This study was performed against the backdrop of the unprecedented global pandemic and consequent harsh and competitive business atmosphere. So its intention, in this hard time, is to find and seek a path where organizational members can see their jobs as something important and feel proud of and find them interesting. Also we have to understand how members can yield results and get satisfied with what they have done by bringing about their full potentials. The followings are their implications:

First, positive feedback researches until now were mostly made at educational sites rather than at corporate organizations. There have been researches on the effect of positive feedback on job satisfaction but there have been only a few on verifying the mediating effect of intrinsic motivation and LMX-moderated mediating effect. The implication of this research is that their importance is being highlighted and rechecked at this juncture. But the significance of this study is that it met the basic psychological desires of organizational members with theories like motivation theory, job characteristics theory, self-determination theory, cognitive evaluation theory and organismic integration theory of positive feedback and tested how their information and emotions are exchanged under the recent development and affect their job satisfaction. under the latest untact environment. Theoretical significance can also be found from its verification of the recent key issue of the mediating effect of intrinsic motivation, which is the foundation of an agile organization, using members' proactive behaviors and healthy organization.

Second, the practice of many researches

made and applied until recently is that they examined speedy decision-making, vertical instructions, and me, rather than others, centered feedback activities suited for organizational structure. Instead of such passive approach of just following what organizational leader is thinking and his business policy, it is necessary in this unpredictable era to make organizational members voluntarily feel proud of their jobs by giving them positive feedback and make them achieve organizational results or goals through exerting their potentials. In this reality, this study offers practical applications for various areas in our workplace.

Third and lastly, companies need to recognize the importance of intrinsic motivation. There is a need for organizations in this untact era to encourage intrinsic capabilities than relying on personal abilities. They should support members to find interest and joy from their work rather by simply giving them external rewards, and allow them to share and exchange information with autonomy, a sense of responsibility and competence in their jobs and through bonds between leader and members. As is suggested here, members get intrinsic motivation through positive feedback and they subsequently feel proud of their jobs. Job satisfaction earned from this process will contribute to better performance of both individuals and organizations. As such, organizations need to fully embrace positive feedback because it's sufficiently effective.

Here are the limitations of this study: First, this research was conducted on general office workers. There is a possibility of contaminating effect included herein, given the circumstantial aspect of involving a cross-sectional study based on a specific point of time. Also positive

feedback's impact on members is not properly incorporated. So it is necessary to make cross-sectional study at different survey times to sufficiently reflect the influence of positive feedback. Secondly, meaningful outcomes can be generated from future research if its research model takes into account of the constraint that intrinsic motivation of this study can vary widely depending on the individual personalities and job characteristics of members. Thirdly and finally, it is desirable to have job characteristics, control position and members' personalities used as controlled variables of this research to learn under which conditions positive feedback effects are being maximized. This approach can provide us with more implications. This study proposes that a meaning follow-up research can be made on the process of positive feedback increasing intrinsic motivation and leading to creative self-esteem and innovation activities.

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