

The Effects of Intrinsic motivation on Job Satisfaction and Job Involvement : focus on the Moderate Effects of Procedural justice, Distributive justice

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ABSTRACT

This study examines the moderating role of organizational justice in the relationships between intrinsic motivation and job satisfaction, job involvement.

The findings are as follows: First Intrinsic motivation has a significant positive effect on the Job satisfaction and Job involvement. Second, The findings also indicate that distributive justice and procedural justice has a moderating relationship between the personality intrinsic motivation and job satisfaction, job involvement.

Key Words : Intrinsic Motivation, Job Satisfaction, Job Involvement, Distributive Justice, Procedural Justice

내재적 동기부여가 직무만족과 직무몰입에 미치는 영향에 관한 연구: 분배공정성과 절차공정성의 조절효과를 중심으로

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요 약

본 연구에서는 조직 구성원의 내재적 동기부여가 직무만족과 직무몰입에 어떠한 영향을 미치는지 파악하고, 또한 내재적 동기부여와 직무태도 변수인 직무만족, 직무몰입의 관계에서 조직공정성의 조절효과를 실증 검증하고자 하였다. 연구결과는 다음과 같다. 첫째, 내재적 동기부여는 직무만족과 직무몰입에 정의 영향을 미치는 것으로 나타났고, 둘째, 조직공정성의 조절효과는 내재적 동기부여와 직무만족간의 관계에서는 분배공정성의 조절효과가 나타났으며 내재적 동기부여와 직무몰입간의 관계에서는 절차공정성의 조절효과가 나타났다.

주제어 : 내재적 동기부여, 직무만족, 직무몰입, 분배공정성, 절차공정성

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1. INTRODUCTION

In the competitive world of the 21st century, every organization aims at growing rapidly and being a market leader with a high speed and a superb performance. The base of high speed and superb performance of an organization is arguably its employees or individuals working for the organization. Every organization frequently faces a question that "how to work more effective and succeed in achieving their goals". Behavior of the organization's staff has a significant impact on resolution of this problem. Therefore, I am of the opinion that enhancing staff attitude toward their jobs and maintaining their interest and motivation will increase competitiveness of the organization and provides the opportunity of strengthening its position in the community.

Job satisfaction and job involvement refers to employees' perceptions of job attitudes in organizations. People are more productive and creative, when they are motivated primarily by the passion, interest, enjoyment, satisfaction, and challenge of the work itself—not by external pressures or rewards[1][2]. By improving those intrinsic motivation characteristics and passion, interest, enjoyment, satisfaction, and feeling of the challenge, an individual does his work joyful, so it will influence on the organizational success positively.

The previous researches on intrinsic motivation show that a higher intrinsic motivation has a positive impact on an individual's job attitude. However, the study of relationship between intrinsic motivation and job attitudes with a different structure and mechanism is needed.

Organizational justice is related to the social norms and guidelines that regulate how rewards are distributed, how procedures are used to make distributions, and how employees are treated with regard to these decisions[9]. Also the organizational

justice influences all the problems of the employee attitudes and motivation. The fair evaluation of performances and the fair allocation of the working position factors are simple and important problems. If solve those factors fairly, it motivates the employees for a high speed and a great performance.

Organizational justice describes an individual's perception of fairness within organizational settings. The organizational justice literature proposes that employee perceptions about fairness in organizational procedures, outcomes, and interpersonal exchanges may influence their work-related attitudes and behaviors, and how they react to the performance of organizational activities. Thus expect not only organizational justice to influence job attitude, but also organizational justice to moderate the relationship between the intrinsic motivation and job attitude.

Therefore, we aimed at the following goals assuming that moderating the relationship between intrinsic motivation and job attitude by using organizational justice can improve the employee's performance and it will positively influence organization success.

First, intrinsic motivation will be positively related to perceived job satisfaction and job involvement.

Second, distributive justice and procedural justice will moderate the relationship between intrinsic motivation and job satisfaction and job involvement.

2. LITERATURE REVIEW

2.1 Intrinsic motivation and Job satisfaction

The recent industries are being competitively. From this competitive reason there is innovation needed. Furthermore the creative organizational innovation is required. To study motivation and

specially intrinsic motivation is needed for the organizational has creative organizational innovation.

From above studied theories the relationship between intrinsic motivation and job satisfaction defined as follows: Intrinsic motivation involves an individual doing an activity for his or her immediate need satisfaction and it is valued for its own sake and appears to be self sustained[6]. Deci intrinsically motivated behaviors have no apparent reward. Herzberg 1968 motivation factors tend to lead to job satisfaction. When these factors are not present on the job, workers do not tend to be dissatisfied – they are simply are “not satisfied.” Workers who are “not satisfied” do not tend to restrict productivity, they just don’t get involved in their job or put forth the extra effort to do a good job. Workers who are “satisfied” put forth that extra effort and productivity increases. Motivating factors are considered to be intrinsic to the job, or the work carried out. c People are more productive and creative, when they are motivated primarily by the passion, interest, enjoyment, satisfaction, and challenge of the work itself—not by external pressures or rewards[1][2].

Research provides substantial evidence that intrinsic motivation is an antecedent that has demonstrated a positive relationship with job satisfaction[13]. We therefore hypothesis that:

Hypothesis 1: Intrinsic motivation will be positively related to perceived job satisfaction.

2.2 Intrinsic motivation and Job involvement

Most of the researchers are agreed on this fact that job involvement is different construct from other associated constructs which includes organizational commitment, job satisfaction and intrinsic motivation[20]. Lawler sees job involvement as significant key factor for creating

and increasing motivation of employees in view of organization and motivation play important role in productivity and performance of individual[14]. If we see job involvement from the view of individual it may be believed as significant to individual’s own growth and satisfaction within the work environment as well as motivation and attitude directed to goal[14].

Job involvement is the extent to which individuals are preoccupied by, and immersed in, their present jobs[4]. There is also evidence showing that intrinsic motivation is positively related to job involvement. Evidence suggests that personal characteristics influence job involvement, and job involvement also has been linked to work ethic and to internal motivation[4]. Lambert suggested that job involvement is more likely when jobs are meaningful and promote self-determination[12]. Zhang Kai found a positively correlated to intrinsic motivation and job involvement[21].

If we give attention to intrinsic motivation studies in detail, intrinsic motivated people are satisfied from task feeling and they try to give more attention to their work and get positive feeling because of there is the relationship of job involvement. We propose the following hypothesis.

Hypothesis 2: Intrinsic motivation will be positively related to perceived job Involvement.

2.3 The moderating effects of Distributive justice, Procedural justice

From previous researches they researches have been started intrinsic motivation and job satisfaction, job involvement, organizational citizenship behavior, organizational commitment so on attitude and behavior. But there is no research how to change the variables between them and how to moderate their values. Therefore it is

needed to determine the variables how to influence into relationship between intrinsic motivation and job satisfaction, job involvement and how to moderate that variable for positive results.

Employees' perception of distributive justice is closely associated with both productive and counter productive work attitudes and behaviors[5]. Previous research has shown that fairness in the allocation of rewards and resources is an important source of employees' work motivation and performance[10], job satisfaction, organizational commitment, and organizational citizenship behaviors[5].

It has been shown that individuals' perception of "justice from and relationships with organizations are associated with outcomes relevant to the organization"[18]. In addition, Aneika L. Simmons found that organizational justice moderates the relationship between certain individual difference (i.e., intrinsic motivation) and individual creative performance[3]. In organizational, where many employees perceive that they are not fairly treated in areas such as pay raises, promotion, work assignments, selection for further training and development, and relationship with their supervisors or bosses, they are more likely to generate behaviors and attitudes that create strong negative reactions to the utilization of intrinsic motivation for the success of their organizations. So, employees' organizational justice perceptions could be said to moderate the relationship between employees' deployment of their intrinsic motivation and job satisfaction, job involvement.

It is less clear, however, which component of organizational justice is more predictive of intrinsic motivation and job satisfaction and job involvement. Therefore, consistent with results of prior research, we hypothesize that:

Hypothesis 3: Distributive justice will moderate the relationship between intrinsic motivation and

job satisfaction.

Hypothesis 4: Distributive justice will moderate the relationship between intrinsic motivation and job involvement.

Hypothesis 5: Procedural justice will moderate the relationship between intrinsic motivation and job satisfaction.

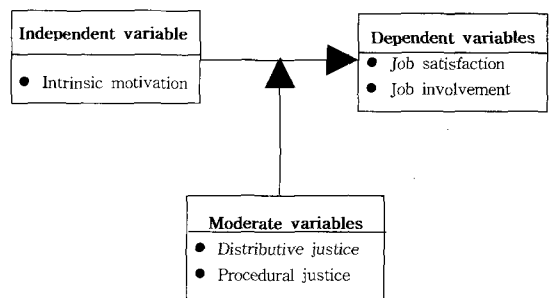
Hypothesis 6: Procedural justice will moderate the relationship between intrinsic motivation and job involvement

3. METHODOLOGY

3.1 Research model and Hypothesis

3.1.1 Research model

In this study, we will describe the impact of the moderation of distributive justice and procedural justice into relationship of intrinsic motivation and job satisfaction, *intrinsic motivation* and job involvement and intrinsic motivation how to impact into job satisfaction and job involvement as a model in [Figure 1].



[Figure 1] Research model

3.1.2 Measures

1) Intrinsic motivation

The present research has adopted the intrinsic motivation measurement of Tierney's et al., study, which consist of 5 items based on the work of

Deci & Ryan[8][17].

2) Job satisfaction

Job satisfaction is the reaction to assessment of employee's work and to the satisfaction level of internal and external demands when doing the work. It was measured by a six-item scale taken from Curry, J.P.[6]

3). Job involvement

Kanungo's Job Involvement Questionnaire (JIQ) was used. It has shown an inter-item consistency ranging from .74 to .90[11]

4). Distributive justice and Procedural justice

Distributive and procedural justice was measured by using the scales developed by Niehoff and Moorman. Reported Cronbach's alpha score of .94 [15].

3.2 Research method

3.2.1 Survey constitution

This relationship was measured using 119 usable questionnaires that were gathered from industrial sector employees in the Gumi city, Korea.

The Statistical Package for Statistical Analysis System (SAS) version 9.1 was used to analyze the questionnaire data.

Firstly, we used the frequency analysis to determine the respondents' characteristics based on the primary materials from the questionnaire.

Secondly, validity and reliability analyses were conducted to determine the psychometric properties of questionnaire data used for this study. We used evaluate the Cronbach's alpha for each variable, factor analysis for testing the construct validity for each variable.

Thirdly, a Pearson's correlation analysis was first conducted to test the direct effect of intrinsic motivation on job satisfaction and intrinsic motivation on job involvement.

Finally, a moderated hierarchical regression analysis was used to test the moderating effect of

distributive justice and procedural justice in the relationship between intrinsic motivation, job satisfaction and job involvement.

3.3 Analysis and Result

3.3.1 Reliability and Validity analysis

We use the reliability analysis to determine the matching of the questions of questionnaire for the used measurement tools. We evaluate the local matching of the variables via Cronbach alpha and (Nunnally,J.C) said that the reliability of the measurement tool is normal if the value of the reliability coefficient is greater than 0.6 All the variables of the study show relatively high reliability (see <Table 1>)[16]. All constructs in our research model demonstrated an acceptable reliability.

The validity defines the clearness of the concept measurement of researchers. In this study, from many types of factor methods, we selected Principal Component Analysis, that decreases the information loss significantly and reduces the number of variables from large number of variables and it used to very popular with goal that to reduce by factor and to prove by discriminant validity among the construct validity. Also we selected the Varimax rotation form, which continues independent between factors from the factor rotation methods.

Although there is no standard evaluation of the factor analysis, it is considered as important one if more than 0.4 while it is crucial if above 0.5[18].

The analysis resulted in the identification of five factors 33 items. From these, job involvement(7) and job satisfaction(5) were removed as they had coefficient less than 0.4 and the research continued with 31 items. (see <Table 1>, <Table 2>)

<Table 1> Internal Consistency Reliability

Variables	Initial Items	After factor analysis	Cronbach's (α)
Intrinsic motivation	5	5	0.873
Job satisfaction	6	5	0.866
Job involvement	10	9	0.904
Distributive justice	5	5	0.914
Procedural justice	7	7	0.877
	33	31	

<Table 2> Results of Factor analysis

Items	Component				
	1	2	3	4	5
DJ - 1				0.831	
DJ - 2				0.804	
DJ - 3				0.767	
DJ - 4				0.812	
DJ - 5				0.772	
PJ - 1			0.510		
PJ - 2			0.633		
PJ - 3			0.649		
PJ - 4			0.672		
PJ - 5			0.695		
PJ - 6			0.738		
PJ - 7			0.798		
IM - 1		0.665			
IM - 2		0.757			
IM - 3		0.735			
IM - 4		0.640			
IM - 5		0.704			
JI - 1	0.632				
JI - 2	0.607				
JI - 3	0.637				
JI - 4	0.669				
JI - 5	0.659				
JI - 6	0.746				
JI - 8	0.684				
JI - 9	0.648				
JI - 10	0.698				
JS - 1					0.553
JS - 2					0.565
JS - 3					0.622
JS - 4					0.675
JS - 6					0.693
Eigen value	12.439	3.004	2.088	1.593	1.148
% of variance	40.126	9.692	6.737	5.140	3.702
Cumulative %	40.126	49.818	56.554	61.694	65.396

coefficients less than 0.4 and more than 0.6 show a moderate correlation and a strong correlation respectively[18].

This analysis demonstrates that a positive correlation exists between intrinsic motivation, which is independent variable and job satisfaction and job involvement, which are dependent variables. This also shows a positive correlation between distributive justice and procedural justice, which are moderation variables and job satisfaction and job involvement, which are dependent variables.

<Table 3> Means, Standard Deviations, and Correlations for all Variables

	Mean	SD	1	2	3	4	5
1	3.03	0.639	1				
2	2.91	0.690	**	1			
3	3.16	0.651	**	**	1		
4	3.14	0.696	**	**	**	1	
5	3.21	0.682	**	*	**	**	1

Note: P<0.05 : * , P<0.01 : ** P<0.001 : ***

PJ- Procedural Justice; DJ- Distributive Justice; IM- Intrinsic Motivation; JS- Job satisfaction; JI- Job Involvement

3.3.2 Correlational analysis

Correlation analysis is used in determining how close the indicators correlate with each other.

The Pearson's Correlation Coefficient is expressed by correlation coefficient and the correlation coefficient less than 0.2 demonstrates non-existence of correlation while the correlation

4. Hypothesis testing

4.1 The finding of Intrinsic motivation and Job satisfaction

In Step 1, the intrinsic motivation and job satisfaction significant were affected ($F=65.82^{**}$, $p<0.01$). In details, intrinsic motivation and job satisfaction significant were affected ($\beta=.641^{**}$, $p<0.01$). Therefore H1 was supported (see <Table 4>).

<Table 4> Result of Regression analysis of moderating Distributive justice, Procedural justice on relationship between Intrinsic motivation and Job satisfaction, Job involvement

Dependent variables	Job satisfaction			Job involvement		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
	β	β	β	β	β	β
Independent variable						
Intrinsic motivation(A)	.641 ^{**}	.608 ^{**}	.659 ^{**}	.626 ^{**}	.615 ^{**}	.833 ^{**}
Moderated variables						
Distributive justice (B)		.544 ^{**}	-1.23		.044	-.615
Procedural justice (C)		-.135	1.28		.352 [*]	2.562 ^{**}
Interaction effect						
A*B			.535 [*]			.208
A*C			-.447			-.685 ^{**}
R2	0.3600	0.5522	0.5818	0.3577	0.5759	0.6289
$\Delta R2$		0.1922	0.0296		0.2182	0.053
F	65.82	34.12	22.53	65.17	37.57	27.45
F/test score/	3.03 ^{**}	16.49 ^{**}	16.79 ^{**}	4.23 ^{**}	20.09 ^{**}	17.83 ^{**}

4.2 The finding of Intrinsic motivation and Job involvement

In Step 1, the intrinsic motivation and job involvement significant were affected ($F=20.09$, $p<0.01$). In details, intrinsic motivation and job involvement significant were affected ($\beta=.626^{**}$, $p<0.01$). Our experiments are proving their work in advance. Our results show that the job involvement improves by increment of the intrinsic motivation of industrial employees. Therefore H2 was supported (see <Table 4>).

4.3 The moderating effect of distributive justice

In Step 2, The distributive justice significant were affected to job satisfaction ($\beta=.544^{**}$, $p<0.01$). But the procedural justice was not affected to job satisfaction ($\beta=-.135$, $p>0.05$).

In Step 3, the interaction effect (A*B and A*C) determined by multiplication of the independent variable and moderate variable and the interaction effect were affected to job satisfaction with values ($\Delta R2=0.02\%$, $F=22.53$, $p<0.01$). In detail, the intrinsic motivation was significant affected to job satisfaction with values ($\beta=.659^{**}$, $p<0.01$). Thus,

the interaction effect of intrinsic motivation and distributive justice (A*B) was significant affected to job satisfaction with values ($\beta=.535^*$, $p<0.05$). But the interaction effect of intrinsic motivation and procedural justice (A*C) was not significant affected to job satisfaction. As a result, by increment of the distributive justice perception, it was affected to significant job satisfaction. Therefore H3 was supported, H5 was rejected (see <Table 4>).

4.4 The moderating effect of procedural justice

In Step 2, the procedural justice significant were affected to job involvement ($\beta=.352^*$, $p<0.05$). But the distributive justice was not affected to job involvement ($\beta=.044$, $p>0.05$).

In Step 3, the interaction effect (A*B and A*C) determined by multiplication of the independent variable and moderate variable and the interaction effect were affected to job involvement with values ($\Delta R^2=0.05\%$, $F=27.45$, $p<0.01$). In detail, the intrinsic motivation was significant affected to job involvement with values ($\beta=.833^{**}$, $p<0.01$). Thus, interaction effect of intrinsic motivation and procedural justice (A*C) was significant affected to job involvement ($\beta=-.685^{**}$, $p<0.01$). But the interaction effect of intrinsic motivation and distributive justice (A*B) was not significant affected to job involvement with values ($\beta=.208$, $p>0.05$). As a result, by increment of the procedural justice perception, it was affected to significant job involvement. Therefore H4 was supported, H6 was rejected (see [Table 4-1]).

5. Conclusion

5.1. Discussion of findings

As predicted, there was a positive relationship

between intrinsic motivation and job satisfaction (Hypothesis 1), which is in line with the literature Amabile, Deci & Ryan.[1][7] This finding suggests that individuals who had higher intrinsic motivation had more job satisfaction to their organization. The study outcome shows that tasking employees to resolve any problems themselves enables them to achieve greater result and encourage them to do their work enthusiastically and consequently it increases job satisfaction. Therefore, this hypothesis proves that the job satisfaction rises when the intrinsic motivation is enhanced.

As a result, we determined a main effect of relationship between intrinsic motivation and job involvement (Hypothesis 2). Motivating the employees for concluding their work wholeheartedly in order to increase their job involvement allows the employees to work independently and enjoy their work. So, this conclusion demonstrates that a higher intrinsic motivation results in more job involvements.

Specifically, this study reveals two important moderator findings. These are: Firstly, the findings related to distributive justice as a moderator between intrinsic motivation and job satisfaction are consistent with the reasoning presented for hypothesis 3. The findings support the Distributive justice perception means that the employees feel higher job satisfaction as they be have toward their job based on their self-created incentives. Therefore, receiving salaries that match what they are doing encourages the employees to be eager in resolving any problematic issues with higher job satisfaction. Management 's method and participation is crucial for this.

Secondly, the findings related to procedural justice as a moderator between intrinsic motivation and job involvement are consistent with the reasoning presented for hypothesis 6. This hypothesis is supported but it has negative value. Significant motivation is expressed by interaction effect, which is the product obtained by multiplying

intrinsic motivation by procedural justice. This interaction effect demonstrates that employees receive the management's decisions and feedbacks regarding their performance in the negative because they want to be introduced a new approach to the work procedure and a reform in the basic process and products. In other words, the employees' involvement might decline as the employees do their works based on their self-motivation, although they take the management's participation as important.

Finally, Hypothesis 4 and Hypothesis 5 were rejected because impact abilities of the moderate variable and the interaction effect equaled each other. Although there are some indefinite things, I believe that positive results can be reached by increasing the number of sample or by changing the survey.

5.2 Limitations and Future Research

The conclusion drawn from the results of this study should consider the following limitations. Firstly, in our study, intrinsic motivation is an independent variable. We did not categorize the intrinsic motivation into several concepts. Secondly, the sample for this study was taken from only industrial organizational sector that allowed the researchers to gather data via survey questionnaires. These limitations may decrease the ability of generalizing the research findings to other organizational settings.

The conceptual and methodological limitations of this study need to be considered when designing future research. Some researchers [Competence, Autonomy, Relatedness] divide the intrinsic motivation 3 concepts. In future, we will divide intrinsic motivation several categories and the relationships in details. Also we can examine the research to gathering data via survey questionnaires in the other organizations.

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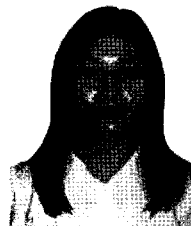
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- Questionnaire -

I. Answer the following questions about your justice to your current job:

1) My work schedule is fair.

1	2	3	4	5
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2) I think that my level of pay is fair.

1	2	3	4	5
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3) I consider my work load to be quite fair.

1	2	3	4	5
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4) Overall, the rewards I receive here are quite fair.

1	2	3	4	5
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5) I feel that my job responsibilities are fair.

1	2	3	4	5
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6) My general manager makes sure that all employee concerns are heard before job decisions are made.

1	2	3	4	5
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7) To make job decisions, my general manager collects accurate and complete information.

1	2	3	4	5
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8) My general manager clarifies decisions and provides additional information when requested by employees.

1	2	3	4	5
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9) All job decisions are applied consistently across all affected employees.

1	2	3	4	5
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10) Employees are allowed to challenge or appeal job decisions made by the general manager.

1	2	3	4	5
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11) My general manager explains very clearly any decision made about my job.

1	2	3	4	5
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II. Answer the following questions as they apply to you in your job:

1) I enjoy finding solutions to complex problems.

1	2	3	4	5
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2) I enjoy coming up with new ideas for products.

1	2	3	4	5
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3) I enjoy engaging in analytical thinking.

1	2	3	4	5
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4) I enjoy creating new procedures for work tasks.

1	2	3	4	5
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5) I enjoy improving existing processes or products.

1	2	3	4	5
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III. Answer the following questions as they apply to you in your job:

1) I feel enjoyment in my job

1	2	3	4	5
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2) Most days I am enthusiastic about my job.

1	2	3	4	5
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3) I am often bored with my job

1	2	3	4	5
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4) I have another job is not considered.

1	2	3	4	5
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5) I feel passionate with my work.

1	2	3	4	5
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6) I feel satisfied with my work.

1	2	3	4	5
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IV. Answer the following questions as they apply to you in your job:

1) The most important things that happen to me involve my present job

1	2	3	4	5
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2) To me, my job is only a small part of who I am.

1	2	3	4	5
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3) I am very much involved personally in my job.

1	2	3	4	5
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4) live, eat, and breathe my job.

1	2	3	4	5
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5) Most of my interests are centered around my job.

1	2	3	4	5
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6) I have very strong ties with my present job which would be very difficult to break.

1	2	3	4	5
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7) Usually I feel detached from my job.

1	2	3	4	5
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8) Most of my personal life goals are job-oriented.

1	2	3	4	5
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9) I consider my job to be very central to my existence.

1	2	3	4	5
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10) I like to be absorbed in my job most of the time.