

A Study on the Structural Relationship between Job Behavior Characteristics and Organizational Performance of Social Workers

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Abstract

The purpose of this study is to identify the empirical factors affecting the relationship between social worker's job behavior characteristics and organizational performance. In addition, it focuses on identifying the influence and mediating effects of social worker's behavioral characteristics on organizational performance. The subjects of this study were 968 social workers engaged in social welfare facilities. The results of the study were as follows.

First, among the social worker's job behavior characteristics, job environment, job recognition, and job characteristics were found to be factors affecting organizational performance. Job characteristics have a direct effect.

Second, it has no influence on job environment and job recognition.

Third, it was found that job characteristics of social workers directly affect the organizational culture

Fourth, organizational culture has a mediating effect on the relationship between the characteristics of job behaviors and organizational performance.

Fifth, Relative effect analysis showed that the job characteristic path coefficient was relatively influential

Keywords: Job behavior characteristics, Job environment, Job recognition, Job Characteristics, Organizational Performance, Organizational Culture,

INTRODUCTION

In spite of the various changes in the social welfare business, there are big differences between the goals that contribute to the community and the results of realistic goals. Conflicting values and interests exist, and the goal is likely to be unclear. And it is difficult to standardize services [1]. With the introduction of the social welfare facility evaluation in 1998, the evaluation of the social welfare business became active. The environment that deepens competitiveness and selectivity in support of various programs puts pressure on the organization management and planning and development of the social welfare business organization [1]. In the social welfare sector, it has been focused on intervention methods related to service outcomes rather than organizational ones. It is also pointed out that the measurement of complex and diverse human changes is not possible with existing science and knowledge [2]. In the social welfare organizations, interest in organizational performance is increasing due to accountability for public financial support, response to

environmental change, improvement of service quality to clients, facility evaluation, and facility competition. Social welfare projects are different from other fields. Social welfare services are being delivered through means of interaction between problematic clients (individuals, families, groups) and social workers. There are differences according to social welfare facilities. However, in social welfare organizations, professional social welfare services are intervening in human relations centering on human beings. The role of manpower in social welfare organizations is important. The results of social welfare organizations can be said to be important for securing and retaining competent human resources. Therefore, the sustainability of competent workforce is an important factor for the success of social welfare projects. Their own job recognition, professional knowledge and skills, and diverse and abundant experiences of workers in social welfare facilities can be a basic requirement for maximizing the performance of social welfare projects.

In this study, basic requirements of job behavior characteristics of social workers were composed of job environment, job recognition, and job characteristics. The purpose of this study is to investigate the causal relationship between the social work organization performance and the work behavior characteristics of the social welfare workers. We also investigate the mediating effect of organizational culture. We intend to conduct research by integrating multidimensional methods into social welfare workers. The purpose of this study is to develop a performance measurement model of social welfare organization based on field demonstration through research, and to present empirical data of the social worker's job behavior characteristics model.

RESEARCH METHOD

Research Purpose and Research Models

The purpose of this study is to identify the empirical factors affecting the relationship between social worker's job behavior characteristics and organizational performance. In addition, it focuses on identifying the influence and mediating effects of social worker's behavioral characteristics on organizational performance.

The independent variables are social worker Job behavioral characteristics. Job environment (Role ambiguity, Role conflict, Overload, Compensation system Suitability), job recognition (Internal recognition, External recognition), and Job Characteristics (Job Description, Pay satisfaction, Promotion Procedure Fairness) were selected as sub - factors.

The organizational culture (Collective culture, Development culture, Hierarchical culture, Rational culture) was selected as the mediating variable and the moderating variable. Dependent variable is organizational performance. Job Satisfaction, Organizational Commitment, Organizational flexibility were selected for the sub-variables.

The research model is shown in [Figure 1].

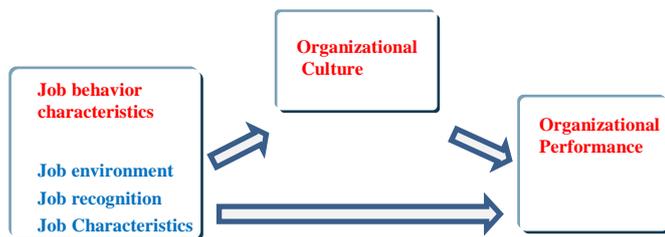


Figure 1. Research Models

Research subjects and data collection methods

The subjects of this study are social workers engaged in social welfare facilities. The questionnaire method was a self-report method in which social workers directly fill out the questionnaire. A total of 1,000 copies of the distributed questionnaires were distributed and 986 copies were collected. In this study, 968 questionnaires were included in the final analysis, except for the 18 cases that did not respond to the whole test or did not respond properly.

The gender of the respondents was 69.80%, which was relatively higher than that of male 30.2%. By age group, 39.6% were in their 30s, followed by 25.7% in 40s, 25.52% in 20s, and 9.2% in 50s and over. By educational background, 54.9% of university graduates were the most, followed by professional graduates 28.7%, graduate students 13.2%, and high school graduates 3.2%. By facility type, 26.2% of facilities for the elderly, 24.7% for disabled persons, 19.3% for children and adolescents, 11.4% for social welfare centers, 6.3% for mental health, 5.9% for local self-help, 2.4% for women, 1.8% for single parents and 2.1% for others.

RESEARCH TOOLS

Job Environment

In this study, social worker's job environment consisted of four sub-variables such as role ambiguity, role conflict, role overload, and appropriateness of compensation system. Each item was scored on a Liker 5-point scale (1: not at all), 5: very much). Measurements were made using the tools used by Hong Suk-Ja (2011) [3]. The reliability of the scale used in this study was Cronbach's α .682.

Job Recognition

In this study, social worker's job recognition was composed of two sub-variables, internal recognition and external

recognition. Each item was scored on a Liker 5-point scale (1: not at all), 5: very much). Job cognition was used by Kim, Sung - ki (2009), which was based on the scale of factorial study in Hackman and Oldham (1976) 'Development of the Job Diagnostic Survey' to assess the social worker'[4][5]. The reliability of the scale used in this study was Cronbach's α .861.

Job Characteristics

In this study, job characteristics of social workers consisted of job content, pay satisfaction, and fairness of promotion procedure. Each item was scored on a Liker 5-point scale (1: not at all), 5: very much). Measurements were made using the tools used by Cha In-Seung (2012) [6].

The reliability of the scale used in this study was Cronbach's α .844.

Organizational Culture

In this study, organizational culture was composed of four culture types such as Collective culture, development culture, hierarchical culture, rational culture. The items were scored according to the Liker 5 point scale (1: not at all), 5: very much).

Organizational culture is a consensus that it represents the values and beliefs of the organization and is a system of symbols, rituals, etc. that are delivered to the members of the organization.

The organizational culture used the scale used by Lee, Seong-gyu (2005) [7].

The reliability of the scale used in this study was Cronbach's α .906.

Organizational Performance

In this study, organizational performance is composed of three things: job satisfaction, organizational commitment, Organizational flexibility. The items were scored according to the Liker 5 point scale (1: not at all), 5: very much).

Job satisfaction was measured by Kwak Kyoung-ja (2011) [8]. Organizational commitment has been modified and used by Park Hyeon-joo (2011) in accordance with the social welfare organization [9]. Organizational flexibility was used by Kim Jae-kyung (2007) [10].

The reliability of the scale used in this study was Cronbach's α .932

Analysis method

Frequency analysis, descriptive statistics and correlational relationship analysis were performed using SPSS 17.0 program for basic statistical analysis.

Structural equation model was analyzed using AMOS 17.0 program. Path analysis was used to determine causality between parameters. A bootstrapping analysis was performed to confirm the mediating effect. Relative effect analysis and control effect were performed with multi - group analysis. Multi- group analysis is used to test whether the population of a population is the same as the population of another population in a measurement or structural model [11].

THE RESULTS

Descriptive statistics

In the structural equation model, distorted results can be obtained if the variables to be measured are not satisfied with

the normal distribution condition. As a result of the analysis, all of the variables satisfy all normal distribution conditions (skewness <2, Kurtosis <4) [12].

Correlational Relationship

The correlation coefficients between the latent variables included in this research model are statistically significant in terms of job characteristics, organizational performance, organizational culture and organizational performance .645, and job characteristics and organizational culture. And a correlation between variables with a very strong correlation of 0.7 or more did not exist.

Table 1. Descriptive statistics

Division		Mean	Standardized Deviation	Skewness	Kurtosis
Job environment	Role ambiguity	2.1391	.64328	.356	.845
	Role conflict	2.6482	.66108	.091	.610
	Overload	2.7452	.70571	.243	.201
	Compensation system Suitability	3.0035	.61180	-.192	.538
Job recognition	Internal recognition	3.3024	.69356	-.377	.884
	External recognition	2.6779	.79508	-.045	-.116
Job Characteristics	Job Description	3.5571	.61828	-.604	1.809
	Pay satisfaction	2.6291	.70187	-.048	-.072
	Promotion Procedure Fairness	3.3029	.72121	-.401	.790
Organizational Culture	Collective culture	3.1245	.64626	-.184	1.130
	Development culture	3.2869	.59914	-.030	.992
	Hierarchical culture	3.2655	.62161	-.066	.890
	Rational culture	3.5238	.60000	.008	.387
organizational performance	Job Satisfaction	3.7579	.59293	-.253	.405
	Organizational Commitment	3.3671	.60020	-.056	.287
	Organizational flexibility	3.4043	.61244	-.288	.999

Table 2. Correlational Relationship

Division	Job environment	Job recognition	Job Characteristics	Organizational Culture	organizational performance
Job environment	1				
Job recognition	.002	1			
Job Characteristics	-.022	-.030	1		
Organizational Culture	.010	-.028	.466 ***	1	
organizational performance	-.035	-.017	.691 ***	.645 ***	1

* p<.05, ** p<.01, ***p<.001

Measurement model test.

The study model of this study was $\chi^2 = 457.932$, $df = 94$, $p < .001$, $RMR = .018$, $CFI = .910$, $GFI = .944$, $AGFI = .919$, $NFI = .890$, $IFI = .910$, $RMSEA = .063$, indicating that the overall fitness of the research model is appropriate.

Table 3. Research models fit

χ^2	df	χ^2/df	RMR	CFI	GFI	AGFI	NFI	IFI	RMSEA
457.932	94	4.872	.018	.910	.944	.919	.890	.910	.063

Direct effects that affect organizational performance.

As a result of the parameter estimates of the study model, the variables directly affecting organizational culture were job characteristics (C.R 11.665, $p < .001$). Job environment, and job recognition are independent variables that do not have a direct effect.

The variables directly affecting organizational performance were job characteristics (C.R 8.790, $p < .001$). Job environment, job recognition, and organizational culture are independent variables that do not have direct influence.

Table 4. Direct effects that affect organizational performance.

Division		R.W	S.R.W	S.E	C.R	P
Organizational Culture	Job environment	.005	.002	.084	.055	.957
	Job recognition	.000	.001	.003	.041	.967
	Job Characteristics	.643	.718	.055	11.665	***
organizational performance	Job environment	.139	.057	.092	1.519	.129
	Job recognition	-.001	-.005	.019	-.043	.965
	Job Characteristics	1.087	1.075	.124	8.790	***
	Organizational Culture	.047	.041	.105	.443	.658

* $p < .05$, ** $p < .01$, *** $p < .001$

Mediating effect

We analyzed the mediating effects of organizational culture in relation to the organizational performance of the social worker's job behavior characteristics (job environment, job recognition, job characteristics).

Table 5. Mediating effect

Parameter		Total effect	Direct effect	Indirect effect
Organizational Culture	Job environment	.005	.005	0
	Job recognition	.000	.000	0
	Job Characteristics	.064	.643	0
organizational performance	Job environment	.139	.139	0
	Job recognition	-.001	-.001	0
	Job Characteristics	1.117	1.087	.030
	Organizational Culture	.047	.047	0

* $p < .05$, ** $p < .01$, *** $p < .001$

As a result of bootstrapping (repetition frequency: 1000 times) analysis to verify the significance of the mediation effect, organizational culture showed mediating effect between social worker's behavioral characteristics and organizational performance. The mediating effects of job environment and job characteristics variables were positive (+) and job recognition was negative (-). All of them had a significant effect and all of them showed mediating effect as shown in [Table 6].

Table 6. Significance analysis of Indirect Effects

Independent variable		Mediating variable		Dependent variable	P
Job environment	⇒	Organizational Culture	⇒	organizational performance	***
Job recognition					***
Job Characteristics					***

* $p < .05$, ** $p < .01$, *** $p < .001$

As a result of this study, the mediating effects of organizational culture were statistically significant in the relationship between job performance characteristics and organizational performance.

Job Characteristics → Organizational Culture → Organizational performance was full mediated.

Job Satisfaction / Job Recognition → Organizational Culture → Organizational performance has a partial mediating effect.

Relative effect analysis

Relative effect analysis of path coefficients is used to test the hypothesis that a path affects more than other paths in the path-to-path relationship [11].

The relative effect of social worker's job behavior characteristics (job environment, job recognition, job characteristics) was analyzed.

First, we estimated the equal constrained model that each path coefficient of social workers' job behavior characteristics (job environment, job recognition, job characteristics) -> organizational culture -> organizational performance is same.

We then estimate the unconstrained model. We compared the χ^2 values obtained from the equal constrained model and the unconstrained model estimates and compared the differences. As a result of the relative effect analysis, the $\chi^2 (99) = 874.653$ of the equal constrained model and the $\chi^2 (97) = 715.579$ of the unconstrained model are obtained as shown in [Table 7].

Table 7. Relative effect analysis

CMIN	Model		NPAR	CMIN	DF	P	CMIN/DF
	Constrained model		37	874.653	99	.000	8.835
	Unconstrained model		39	725.579	97	.000	7.377
Assunming model	DF	CMIN	P	NFI	IFI	RFI	TLI
	2	159.074	.000	.038	.039	.042	.043

Table 8. Relative effect analysis path coefficient

Division		Estimate	S. E	C. R	P	Label
organization culture	↔ Job environment	.069	.073	.943	.346	a
	↔ Job recognition	.000	.007	-.052	.959	b
	↔ Job Characteristics	.723	.055	13.119	***	c
organizational performance	↔ organization culture	1.191	.060	19.934	***	

Also, it was found that <job characteristics-> organizational culture-> organizational performance> path had more influence than <job environment (job recognition)> organization culture-> organizational performance> path [table 8].

CONCLUSION

First, among the social worker's job behavior characteristics, job environment, job recognition, and job characteristics were found to be factors affecting organizational performance. Job characteristics have a direct effect. This implies that organizational performance can vary according to the characteristics of the social worker's job. Job content, pay satisfaction, and Promotion Procedure fairness were found to be influential factors in job characteristics. This means that the organization's performance can rise when there is a foundation for securing the democratic operation of the facility and securing social welfare workers' welfare and occupational expertise.

Second, it has no influence on job environment and job recognition. This implies that social welfare services are secured due to factors such as the social welfare services and the professional value philosophy of the social welfare service even in the unstable condition of the environment. Improving the factors of working environment for social workers means

that social welfare services and organizational performance can be further improved.

Third, it was found that job characteristics of social workers directly affect the organizational culture

The characteristics of social welfare job showed that organizational performance and organizational culture of social welfare facilities have common influence. This is evidence that social welfare organizations are moving around the work characteristics of social workers. Therefore, research and programs should be made to strengthen the competence of the social worker's job characteristics and to link them with the organization.

Fourth, organizational culture has a mediating effect on the relationship between the characteristics of job behaviors and organizational performance. Job characteristics of social workers have a direct influence on organizational performance and organizational culture. However, as a result of multidimensional approach to the entire organization, organizational culture has mediated effects. If organizational culture is activated, organizational performance can be maximized. Efforts to develop organizational culture and program development are needed.

Fifth, Relative effect analysis showed that the job characteristic path coefficient was relatively influential

It was found that <job characteristics-> organizational culture-> organizational performance> path had more influence than <job environment (job recognition)> organization culture-> organizational performance> path.

Social welfare facilities have higher organizational performance when they form an organizational culture that matches the job characteristics of social workers.

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