

# Effect of Social Support on the Job Performance of Workers at Care Facilities for Elderly

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**Abstract** The purpose of this research is to analyze the effects of social support on the job performance of workers at care facilities for elderly. For the study, a survey was conducted on 176 workers at care facilities for elderly in Gyeongsangbuk-do from the 5th of September to 5th of November, 2016. For the analysis, SPSS WIN 18.0 and Amos 21.0 programs were used to conduct t-test, one-way analysis of variance, correlation analysis and multiple regression analysis at a significance level of 5%. The research results were as follows. First, the level of social support on the workers varied depending on their marital status, religions and years of service, while no difference was found for different genders, ages, education levels, positions, monthly incomes and workloads. Second, the job performance of the workers varied with their marital status, with the married workers performing at higher level than single workers. Third, it was found that the job performance of workers at care facilities for elderly has positive correlation with the level of social support. This paper is required to be used as a primary source for political development on the job performance of workers at care facilities for elderly.

**Keywords** : care facilities for elderly, workers, Social Support, Job performance, Social Welfare.

## 1. INTRODUCTION

### 1.1 Necessities for the Research

With the prolonged average life span in nowadays, the number of the elderly is increasing every year. According to the National Statistics Portal, the total number of registered elderly at the age of 65 is 6,775,101 in 2015. Compared to the number in 2011 (5,700,972), the number of elderly at the age of 65 has increased by 1,074,129. Accordingly, the government is running care facilities for the elderly, as a core part of their welfare policies for the elderly. As the care facilities for the elderly have been transferred from government affiliates to private management facilities, the number thereof is also increasing every year. The total number of care

facilities for the elderly has changed from 70,643 in 2011 to 75,029 in 2015 [1].

Likewise, with an increase in the number of care facilities for the elderly and the introduction of market principles according to the management thereof in the society, there is a call for active and innovative leadership of people in charge of such facilities for active and effective management in the rapidly -changing environment of social welfare. The managers of care facilities are in charge of planning and delivering various welfare programs for the elderly, so the performance of the whole facility can be changed according to the leadership of the managers [2]. Especially, the social support is required for the enhancement of job performances of workers at care facilities for the

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elderly, in order to increase the quality of services in such facilities [2].

With the foregoing, it was reported that the social support is essential for the enhancement of the working condition for workers at care facilities for the elderly, considering the fact that the low income, non-regular working status and general perception on care workers as “workers with bad jobs” lower the morale of the workers. Also, it was found that the monthly income and satisfaction on income, along with the social support, have the partial mediator effect, in the influence of the working condition of workers of care facilities on the service quality of the facilities [3]. Moreover, it was revealed that, when the individual characteristics and working conditions of care workers are controlled, the social support on the workers have significant influence on their level of job satisfaction. Also an analysis showed that the social support is the most influential factor on the care workers. Such results indicate that the social support on care workers is very important in raising their level of job satisfaction, thus enhancing the quality of care services [4]. Furthermore, the social support and job performance of workers at care facilities are very important factors of the quality of care services and management of the care facilities for the elderly. In other words, the working condition of workers at care facilities for the elderly is critical for improving the quality of care services. There are researches being brought about on the management and policies for the care facilities for the elderly. Jung Hwanche et al. [5], revealed that the performance (job satisfaction, job performance, financial performance and directivity of beneficiary) significantly varies with the type of management (consignment-basis or direct

management) and factors of service management, and that the latter has positive correlation with the level of job performance.

Accordingly, this paper aims to recognize the importance of influence of the social support on the workers at the care facilities for the elderly on their job performance and to analyze the factors therein.

Unlike other profit organizations, care facilities pursue the altruism centered at social services. Specifically, in the effects of working condition of care workers on the quality of care services, the social support was found to be having not only the mediator effect, but also the direct influences. Therefore, this study aims to investigate the factors concerned in understanding the importance of effects on the job performance of workers at care facilities for the elderly.

Although the social support on workers at care facilities for the elderly is a critical factor of their job performances, there is a lack of domestic researches on the effects of the demographical characteristics of care workers on their level of social supports and job performances. Thus, this study aims to analyze the effects of social supports on the workers at care facilities for the elderly on their job performances.

## 1.2 Research Questions

The detailed research questions are as follows:

1. How does the level of social support vary with the general characteristics of workers at care facilities for the elderly?
2. How does the level of job performance vary with the general characteristics of workers at care facilities for the elderly?

3. What are the effects of social support on the worker at the care facilities for the elderly on their job performance?

## **2. Research Method**

### **2.1 Research Target**

For this study, a survey was conducted on 176 workers at residential homes for the disabled in Gyeongsangbuk-do (Sangjoo-si and Yecheon-gun) from the 7th of October to 11th of November, 2016. The sample size was calculated using Cohen's sample size formula on G\*Power 3.1, a test power analysis program. At the 5% of significance level, 95% of test power and 0.15 of medium effect power, the minimum sample size was calculated to be 119. Accordingly, from the total number of 200 sets of survey data, the non-responses and unreliable responses were excluded, leaving 170 sets of data for analysis.

### **2.2 Research Method**

Before starting the survey, the survey respondents were informed sufficiently about the purpose and method of completing the survey. The survey was conducted in a form of self-reporting and individual interviews with the respondents.

### **2.3 Research Tools**

The research tools consist of 9 terms on the demographical characteristics, 25 terms on Social Support and 11 terms on the Job Performance. The detailed classification and evaluation of each variables are as follows:

#### **2.3.1 Demographical Characteristics**

The terms developed in Investigation on the Local Social Health [6] were edited and modified to be used as the investigation tool. Questions on the following demographical characteristics of the targets were added on the survey: gender, age, marital status, religion, education level, years of service, average working hours, conditions of work contract, annual income and possession of certificates.

#### **2.3.2 Social Support Scale**

The scale for social support [7] of Kim Myeongsuk (2015) was used as the investigation tool. The questions on subfactors consist of 7 terms for emotional support, 6 terms for evaluative support, 6 terms for informative support and 6 terms for materialistic support - total number of 25 terms. Also, the scale is arranged in Likert's 5-point scale with 1 indicating 'Strongly disagree' and 5 indicating 'Strongly agree'.

#### **2.3.3 Job Performance Scale**

The survey questions origin from Tseng & Fan (2011) and developed by Kim Gyeongsuk (2015), [8] were used to measure the level of job performance. The questions on subfactors consist of 3 terms for efficiency, 3 terms for effectiveness and 5 terms for working condition - total number of 11 terms. The 5-point scale of Likert was used.

#### **2.3.4 Data Processing and Analysis**

The collected data were analyzed using SPSSWIN 18.0 program. First, in order to investigate the general characteristics of the worker at care facilities for the elderly, a frequency analysis was conducted. Second,

SPSSWIN 18.0 was used to conduct t-test and one way analysis of variance at the significance level of 5%. Third, in order to study the effects of social support of the care workers on their job performance, correlation analysis and multiple regression analysis were conducted.

**2.3.5 Verification of Reliability**

The different methods of verifying reliability are as follows: test-retest method (used to compare the results of using the same measuring tool before and after a certain period of time), alternative-form method and internal consistency method. In this research, Cronbach's  $\alpha$  coefficient was used to analyze the reliability and the detailed research result are on <Table 1>.

<Table 1> Verification of reliability of the social support and job performance of care workers

Division	Factors	Number of Terms	Cronbach's $\alpha$
Social Support	Emotional Support	7	.860
	Evaluative Support	6	.817
	Informativ e Support	6	.883
	Materialist ic Support	6	.754
Social Support		25	.947
JobP erforman ce	Efficiency	3	.634
	Effectiven ess	3	.642
	Working condition	5	.697
Job performance		11	.808

**3. Research Results**

**3.1 General Characteristics of Workers at Care Facilities for the Elderly**

The result of investigation on the general characteristics of workers at care facilities

for the elderly is as on <Table 2>. The respondents consist of 10.2% of males and 89.8% of females, of which 48.3% belongs to the age group of '50-59', 21.0% to '60 or older', 17.6% to '40-49' 8.0% to '30-39' and 5.1% to 'younger than 30'. For education level, 38.1% responded 'lower than high school graduate', 33.0% 'high school graduate', 17.0% 'junior college graduate', 10.8% 'college graduate' and 1.1% 'grad school graduate or higher'. Also, 76.1% of the respondents were married, 10.8% were bereaved and 9.1% were single. 46.6% said they believe in 'Buddhism', 31.0% in 'No religion' and 11.4% in 'Christianity'. The majority (61.4%) worked for '1-5 years', followed by '6-10 years' (17.6%), 'less than 1 year' (14.2%) and '11-15 years' (6.3%).

<Table 2> General characteristics of the workers of care facilities for the elderly

Division	Frequency (N)	Percentage (%)	
Gender	Male	18	10.2
	Female	158	89.8
Gender	Under 30	9	5.1
	30-39	14	8.0
	40-49	31	17.6
	50-59	85	48.3
	60 or older	37	21.0
Educati o n Level	L o w e r than high school graduate	67	38.1
	H i g h school graduate	58	33.0
	J u n i o r college graduate	30	17.0
	C o l l e g e graduate	19	10.8
	G r a d school graduate	2	1.1
Marital Status	Married	134	76.1
	Single	16	9.1

	Divorced	6	3.4
	Separated	1	.6
	Bereaved	19	10.8
Religion	No religion	53	30.1
	Christianity	20	11.4
	Catholic	14	8.0
	Buddhism	82	46.6
	Others	7	4.0
Years of Service	Less than 1 year	25	14.2
	1–5 years	108	61.4
	6–10 years	31	17.6
	11–15 years	11	6.3
	16 years or longer	1	.6
Total		176	100.0

### 3.2 General Characteristics of Workers at Care Facilities for the Elderly

#### 3.2.1 Social Support

The result of descriptive statistics on the social support is on <Table 3>. The average for overall social support is 3.49: 'Emotional support' (M=3.59), 'Evaluative support' (M=3.50), 'Informative support' (M=3.49) and 'Materialistic support' (M=3.35).

<Table 3> Descriptive statistics on social support

Division		N	Max	Min	Ave	$\sigma$
Social Support	Emotional Support	176	1.57	5.00	3.59	.63
	Evaluative Support	176	1.33	4.83	3.50	.60
	Informative Support	176	1.67	5.00	3.49	.63
	Materialistic Support	176	1.83	5.00	3.35	.59
Social Support		176	1.84	4.96	3.49	.56

#### 3.2.2 Job Performance

The result of descriptive statistics on the job performance is on <Table 4>. The average for overall social support is 3.37: 'Efficiency' (M=3.43), 'Working condition' (M=3.35) and 'Effectiveness' (M=3.33).

(M=3.43), 'Working condition' (M=3.35) and 'Effectiveness' (M=3.33).

<Table 4> Descriptive statistics on job performance

Division		N	Max	Min	Ave	$\sigma$
Job Performance	Efficiency	176	1.67	5.00	3.43	.58
	Effectiveness	176	2.00	5.00	3.33	.55
	Working condition	176	2.20	5.00	3.35	.53
Job performance		176	1.67	5.00	3.43	.58

### 3.3 Validation of Research Questions

#### 3.3.1 Differences in the level of social support on the care workers due to the different general characteristics

The level of social support of the care workers varied significantly depending on the marital status and years of service.

#### 3.3.2 Differences in the level of job performance of the care workers due to the different general characteristics

The differences in the level of job performance of the care workers due to the differences in general characteristics were investigated and it was revealed that the level of job performance varies significantly with the marital status of the care workers. It was found that married workers tend to have higher level of job performance than single workers.

#### 3.3.3 Effects of the social support on care workers on their job performance

The correlation between social support and job performance of workers at care facilities for

the elderly was analyzed. As a result, there was as positive correlation between the two variables. Specifically, the efficiency, effectiveness and working conditions, which are the three subfactors of the job performance, were found to be having significant positive correlations with the social support.

#### 4. CONCLUSION

The purpose of this study was to investigate the effects of social support on the workers at the care facilities for the elderly on their job performance. The results of the research are as follows.

Firstly, the differences in level of social support on the care workers due to the different general characteristics were investigated. As a result, the level of social support varied significantly depending on the marital status, religion and years of service of the workers. Such result is in accordance with a previous study [4], which showed that the social support on the care workers significantly influences their level of job satisfaction, while individual characteristics and working conditions are controlled. The result implies that there are more social supports for certain characteristics of care workers.

Secondly, the differences in level of job performance of the care workers due to the different general characteristics. As a result, it was found that the level of job performance of care workers varied significantly depending on their marital status, while it remained unaffected by the gender, age, education level, religion, years of service, position, monthly income and work load, at the significance level of 5%. For

marital status, it was revealed that the married workers ( $M=3.40$ ) have higher level of job performance than single workers ( $M=3.01$ ) ( $t=4.459$ ,  $p<.001$ ). There is a report that shows the marital status is a significant factor that influences the working attitude of workers. The research result corresponds to the report in that the group of married workers have higher score in working attitude than the groups of single, divorced, separated and bereaved workers [9].

Thirdly, the correlation between social support and job performance of the care workers was analyzed. As a result, it was revealed that the factors of social support have positive correlation with the level of job performance in the following order: evaluative support ( $r=.407$ ,  $p<.001$ ), materialistic support ( $r=.391$ ,  $p<.001$ ), emotional support ( $r=.330$ ,  $p<.001$ ) and informative support ( $r=.317$ ,  $p<.001$ ). Specifically, the factors of social support were found to have positive correlations with all factors of the job performance: efficiency, effectiveness and working condition. Such result corresponds to a study [4], which showed that the social support of care worker has significant influences on their level of job performance. The result also corresponds with a study on the effects of social support on the job performance while the demographical characteristics are controlled, which concluded that the social support has the most significant influence on the job performance [10]. Such result implies that the higher the level of social support on the workers at the care facilities for the elderly, the higher their level of job performance.

There is a necessity for further researches on the influences of job stress and emotional labor of care workers on the quality of their services.

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