

Interaction effects and moderating effects on organizational context, customer reaction, and job burnout in Senior Welfare organization

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노인복지사업 조직에서 조직맥락, 이용자 반응, 직무소진의 구조관계에서의 상호작용효과와 조절효과

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Abstract The purpose of this study is to investigate the interaction effects of organizational context, customer reaction, and job burnout in Senior Welfare organizations. In addition, we will analyze the moderating effects of demographic characteristics (personal characteristics, organizational characteristics). A total of 796 social workers engaged in Senior Welfare projects were analyzed. As a result, the following results were obtained. First, it was found that there was a significant difference between the variables in the sociodemographic characteristics, organizational context, customer reactions, and interaction effects on job burnout. Second, age, employment type, and Social Worker qualifications were the most important variables of control effect. The specific organizational behavioral factors between the employees and the users should be studied.

Key Words : Organizational Context, Customer Reaction, Customer Orientation, Jay-Customer, Job Burnout

요 약 본 연구는 노인복지사업 조직에서 조직맥락, 이용자 반응, 직무소진과의 구조관계에서 상호작용효과를 연구하는 것이다. 또한 인구사회학적 특성(개인특성, 조직특성)의 조절효과에 대하여 실증분석을 하는 것이다. 노인복지사업 조직에서의 사회복지사 796명을 대상으로 분석하였다. 그 결과 다음과 같은 결과를 얻었다. 첫째, 직무소진에 미치는 인구사회학적 특성(개인특성, 조직특성), 조직맥락, 이용자 반응들의 영향력 및 상호작용 효과를 검증 한 결과 유의한 차이가 있는 것으로 확인 되었다. 둘째, 조절효과에 유의한 조절변수로는 연령, 고용형태, 자격증으로 나타났다. 노인복지사업 종사자들의 직무소진에 자발적인 조직행동과 이용자반응이 영향을 미치는 것으로 확인되어 이를 기초로 해서 종사자와 이용자의 구체적인 조직행동요인에 대한 연구가 이루어져야 할 것이다.

주제어 : 조직맥락, 이용자 반응, 이용자지향성, 이용자불량행동, 직무소진

1. Introduction

Senior welfare organizations have an accessibility problem of solving problems and desires of clients who have difficulties in life, and they are connected with various stakeholders for solving these problems in a multidimensional manner. The elderly welfare

organization emphasizes the importance of diversified human resource management[1]. This indicates that efficient and effective workforce management is a positive service quality for clients. In particular, the elderly welfare organization, in which direct service provision through face-to-face contact with clients is a

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core organizational activity, is further emphasized[2]. As the demand for social change and Senior Welfare is increased, Senior Welfare facility evaluation, and competition for Senior Welfare business are increasing, social workers are demanding more roles and functions. The burden of job due to this can accelerate the job burnout due to the increased workload, emotional labor, and the attention of users and colleagues. Job burnout refers to a burnout condition in which social workers are depleted of physical and mental resources so that they are no longer able to perform their job continuously[3]. The job burnout phenomenon is most likely to occur in the workplace of a Senior Welfare organization. The situation in the workplace of a Senior Welfare organization can be defined as an organizational context[4]. In the elderly welfare organization, employees are not required to perform their duties by forming an organizational, social, and psychological context, but perform their actions spontaneously beyond the expectations of the organization[5]. The organizational context in social work has a close relationship between organizational factors and practice. The organizational context can be seen to be able to set specific constraints and opportunities that can strengthen or weaken the direct impact of performance on team diversity[6]. Professional social workers perform organizational activities with professional activities. Only the delivery of Senior Welfare services can't be a core task, and the nature and purpose of the Senior Welfare work are determined in a large part by the organizational context[2]. Employees in social work organizations are affected by job burnout according to the customer reaction in organizational context behavior. Customer reaction is divided into customer orientation and jay-customer. Customer orientation means attitude to do what the user wants, rapid response to customer inquiries, and kindness of employees[7]. A behavior that has a negative effect on the organization, employees, or other users with dissatisfaction with the service provided by the employees of the Senior

Welfare organization is called a jay-customer. A jay-customer behavior means a passive reaction that shows negative feelings or feelings caused by dissatisfaction in the services provided by the client, such as protest, complaint, and discomfort. A jay-customer behavior refers to an act of abuse, sexual violence, threats, mental or physical damage to the service organization, employees, or other customers in the process of mutual exchange of service contacts, or abnormal and inappropriate active behavior[8]. This study investigates the interaction effects of organizational context, customer reaction, and job burnout in Senior Welfare organizations. In addition, we will analyze the moderating effects of demographic characteristics (personal characteristics, organizational characteristics).

2. Research method

2.1 Research Models

The purpose of this study is to investigate the effect of organizational context, customer reaction (customer orientation, jay-customer) on job burnout. Independent variables are measured by organizational context and customer reaction (customer orientation, jay-customer). The dependent variable is job burnout. Moderating effect variables were demographic characteristics. The demographic characteristics were classified into personal characteristics and organizational characteristics.

2.2 Research subjects

Structured questionnaires were used to conduct the study. We surveyed social workers engaged in Senior Welfare facilities. Surveys were conducted by assistant researchers who completed research and survey methodologies. We explain the purpose of the study to the respondents and used self-report by social workers. A total of 796 questionnaires were collected.

2.3 Research Tools

2.3.1 Organizational Context

Organizational context and out-of-role services of employees in contact with users have a profound effect on trust and confidence in customers[9]. Organizational context refers to the organization's systems or processes that enable organizations to simultaneously pursue exclusive goals and overcome and adapt them. Discipline, stretch, support, and trust are the sub-elements of these[10]. Discipline means making voluntary efforts to satisfy the needs of the organization. Stretch means that members of the organization strive toward higher goals. Support means to encourage the members of the organization to help each other. Trust means trusting and relying on each other[10]. In this study, measures of organizational context were revised to supplement the scale of Gibson, C. B., & Birkinshaw, J. (2004). The discipline of the sub-factors is 3 items. Stretch is four items. Support is 5 items.. Trust is four items.. A total of 16 items were composed[10]. Each item was scored on a Likert 5-point scale (1: not at all, 5: very much).

2.3.2 Customer Reaction

2.3.2.1 Customer Orientation

Customer orientation is influenced by organizational justice and refers to the extent to which the social worker is trying to help the user make a satisfactory service decision[11]. As the social worker becomes more Customers orientated, he or she aims to promote long-term, gradual user satisfaction and avoids behaviors that can cause dissatisfaction of users[11]. Customer orientation is a variable that increases Senior Welfare user satisfaction and influences the maintenance of long-term relationships with users[11]. Therefore, social workers are required to have a high customer orientation since they are obliged to deal with user's various requirements and solve complaints. Customer orientation analyzes, identifies and supports users' present needs as well as their future expectations. Identify and manage the user's tendency

to maintain long-term relationship with the user. Therefore, we will be able to satisfy users better than competitive facilities, and will continue to maintain friendly user relations in the future. Therefore, customer orientation is defined as the user-centered thinking and behavior of social workers[12]. In this study, customer orientation is defined as focusing on offering the best service considering user 's point of view and solving their needs first. A tool for measuring user orientation for research is Donavan, D. T., Brown, T. J. and Mowen, J. C. (2004)[13]. A total of 9 items were composed. Each item was scored on a Likert 5-point scale (1: not at all, 5: very much).

2.3.2.2 Jay-Customer

Lovelock (1994) defined a jay-customer as a dysfunctional customer who deliberately or deliberately disrupts service, negatively affecting the organization or other customers[14]. the study of Harris et al. (2003), we defined the jay-customer as dysfunctional customer behavior, including intentional and accidental behavior that interferes with employees' smooth service delivery behavior in service provision[15]. As shown in several studies, the definition of jay-customer refers to the behaviors of customers who receive bad reputation from service workers and other customers in violation of the norms of behavior generally accepted in service exchanges according to scholars. The research scale of Lee, Hwan Etui (2009) was revised and modified composing a total of 7 items[16]. Each item was scored on a Likert 5-point scale (1: not at all, 5: very much).

2.3.3 Job Burnout

Job burnout is a problem caused by stress, and it often appears in jobs that help others. The concept of job burnout consists of three elements: emotional exhaustion, depersonalization, and low achievement that appear regularly[17-19].

It develops into continuous deepening process by sequential progress[20]. Emotional exhaustion is experienced first by the social worker's persistent and

excessive job demands. In the process of mitigating emotional exhaustion, social workers experience depersonalization, which restricts immersion with the user and distances themselves from others. As the depersonalization becomes more and more intense, the social workers may go through a struggle to provide sufficient or good quality service towards the users and the conditions required by the organization would not be fulfilled. As a result, the social worker recognizes that his ability is problematic and self-fulfillment becomes low. Based on this, we modified the scale of Maslach & Jackson (1981) and composed 20 items. Emotional exhaustion-9 items, depersonalization-4 items, and diminished personal accomplishment-consisted of 7 items. Each item was scored on a Likert 5-point scale (1: not at all, 5: very much).

2.4. Analysis method

Frequency analysis, descriptive statistics, correlational relationship, and hierarchical regression analysis were performed using SPSS 23.0 program for basic statistical analysis. In order to analyze the interaction effects of job burnout, demographic characteristics (Personal characteristics, organizational characteristics) were dummy processed. And analyzed by hierarchical regression analysis. The AMOS 23.0 program was used to verify the moderated effect.

3. The results

3.1 Key Variables Relevance

In the structural equation model, distorted results can be obtained if the variables to be measured are not satisfied with the normal distribution condition. Table 1 shows the results. As a result of the analysis, the main variables all satisfied the normal distribution condition, which is a requirement to apply the structural equation.

Table 1. Key Variables Relevance

Variable	Mean	S.D	Skewness	Kurtosis
Organizational context	3.16	.708	-.306	.162
Discipline				
Stretch	3.15	.655	-.490	1.317
Support	3.30	.638	-.112	.576
Trust	3.27	.650	-.199	.432
Customer reaction	3.68	.582	-.494	1.207
Customer Orientation				
Jay-Customer	2.50	.780	.486	-.329
Job Burnout	3.16	.762	.000	.068
Emotional Exhaustion				
Depersonalization	2.70	.733	.088	.055
Diminished Personal Accomplishment	3.38	.5112	.213	.674

3.2 Correlational Relationship

Pearson’s correlation method was used to analyze the correlational relationship between the factors. The correlation coefficient between the latent variables included in this study model was statistically significant as shown in Table 2, and there was no relationship between the variables with a very strong correlation of 0.7 or more. In general, when the correlation between variables is more than 0.8, the problem of multi-collinearity may be suspected. But not in this study.

Table 2. Correlational Relationship

	1	2	3	4	5	6	7	8	9
1	1								
2	.339 ***	1							
3	.447 ***	.371 ***	1						
4	.365 ***	.366 ***	.584 ***	1					
5	.236 ***	.161 ***	.259 ***	.255 ***	1				
6	.003	.009	-.075 *	-.102 **	-.132 ***	1			
7	-.012	-.119 **	-.214 ***	-.193 ***	-.117 **	.290 ***	1		
8	-.072 *	-.067	-.219 ***	-.145 ***	-.190 ***	.258 ***	.531 ***	1	
9	.182 ***	.106 **	.237 ***	.224 ***	.362 ***	-.066	-.067 ***	-.179 ***	1

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

1. Discipline
2. Stretch
3. Support
4. Trust
5. Customer orientation
6. Jay-customer
7. Emotional exhaustion
8. Depersonalization
9. Diminished personal accomplishment

3.3 Interaction effect

Hierarchical regression analysis was used to verify interaction effects. In Table 3, Model 1 included personal characteristics of the social worker's demographic characteristic. Model 2 added the organizational characteristics of the Demographic characteristic to Model 1. Model 3 added an organizational context to Model 2. Model 4 added a customer reaction to Model 3. Looking at Model 1, this regression model was statistically significant ($F = 3.330, p < .05$). Explanatory power R^2 is .021, which accounts for 2.1% of the job burnout change. Among the demographic characteristics, gender ($\beta = -.094, p < .01$) was a significant variable explaining job exhaustion.

In Model 2, the regression model was statistically significant ($F = 4.481, p < .001$). Explanatory power R^2 is .054, which accounts for 5.4% of the job burnout change. The personal characteristics of the

demographic characteristic were found to be significant variables explaining job exhaustion by gender ($\beta = -0.93, p < .01$). Women were relatively higher than men. The organizational characteristics in the demographic characteristic were organizational ($\beta = .091, p < .05$) and employment type ($\beta = -.130, p < .05$). And it is a significant variable to explain.

Model 3 adds an organizational context to Model 2. The regression model of this model was statistically significant ($F = 5.391, p < .001$). Explanatory power R^2 is .088, which accounts for 8.8% of job burnout variation. In model 3, the significant variables in the personal characteristics of the demographic characteristic were gender ($\beta = -.088, p < .05$). The organizational characteristics were as follows: organization ($\beta = .093, p < .05$) and employment type ($\beta = -.126, p < .01$). In the organizational context, discipline ($\beta = .147, p < .001$) and support ($\beta = -.153, p < .01$) were significant variables.

Table 3. Interaction effect

variable		Model 1			Model 2			Model 3			Model 4		
		B	S.E	β	B	S.E	β	B	S.E	β	B	S.E	β
		3.14	.039		2.93	.119		3.21	.155		2.76	.182	
Personal Characteristics	Gender	-.097	.037	-.094**	-.096	.036	-.093**	-.091	.036	-.088*	-.083	.035	-.080*
	Age	.024	.036	.025	.016	.036	.016	.000	.035	.000	-.007	.034	-.007
	Education	-.001	.012	-.004	-.008	.012	-.024	-.009	.011	-.028	-.009	.011	-.027
	marriage	.022	.034	.024	.004	.035	.005	.004	.034	.005	-.005	.033	-.005
	Religion	.006	.033	.006	.006	.033	.006	-.004	.033	-.005	-.002	.032	-.003
Organization Characteristic	Organization				.084	.034	.091*	.085	.034	.093*	.025	.035	.027
	Type				-.019	.034	-.021	-.009	.034	-.010	-.024	.033	-.026
	employment type				-.143	.041	-.130**	-.138	.041	-.126**	-.102	.040	-.093*
	Social Worker qualifications				.073	.031	.089*	.072	.031	.088*	.081	.030	.099**
	career				-.014	.038	-.014	-.017	.037	-.018	-.010	.036	-.010
Organizational Context	Discipline							.095	.026	.147***	.080	.025	.125**
	Stretch							-.039	.027	-.056	-.044	.026	-.063
	Support							-.109	.032	-.153**	-.102	.031	-.143**
	Trust							-.027	.030	-.039	-.019	.030	-.027
Customer reaction	Customer orientation										.028	.029	.036
	Jay-Customer										.139	.021	.238***
R^2		.021			.054			.088			.137		
Durbin-Watson		1.922											
F		3.330*			4.481***			5.391***			7.696***		

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

Model 4 is the addition of a customer reaction to Model 3. The regression model of this model was statistically significant ($F = 7.696, p < .001$). Explanatory power R^2 is .137, which accounts for 13.7% of job burnout variation. In model 4, gender ($\beta = -.080, p < .05$) was significant in individual characteristics. The employment type ($\beta = -.093, p < .05$) and fatigue ($\beta = .099, p < .01$) were significant in the organization characteristics. In the organizational context, discipline ($\beta = .125, p < .01$) support ($\beta = -.143, p < .01$) was a significant variable. In the customer reaction, the jay-customer ($\beta = .238, p < .001$) was a significant variable. The relative influence of variables affecting job burnout was compared with the standardized β value. The most influential orders were jay-customer, discipline, support, social worker qualifications (social worker certificate), employment type, and gender.

In this way, it is confirmed that there is a difference in the results of verifying the effects of the demographic characteristics (personal and organizational characteristics), organizational context, and customer reactions on the job burnout.

3.4 Research model fit

The model of confirmatory factor of this study is fit for the model $\chi^2 = 856.865$ ($df = 225, p < .001$). The fit indices were $RMR = .041, CFI = .916, GFI = .907, AGFI = .885, NFI = .889, IFI = .916, TLI = .905$ and $RMSEA = .059$. The overall fit of the study model can be judged to be appropriate.

3.5 moderated effect

The moderated effect analysis was analyzed through structural equations. The regulatory effects in the structural equation were analyzed by multi-group analysis. The organizational context mediates the customer reaction to the path that affects job burnout. The moderated effects of demographic characteristics (individual characteristics, organizational characteristics) were analyzed as in Table 4. The results show that age has a moderating effect in personal characteristics. In

terms of organizational characteristics, employment type and qualifications (social worker qualifications) showed moderating effects. The importance of the age, high level of employment, and social welfare qualifications in the organizational context was confirmed. Thus, the significant control variables were age, employment type, and social worker qualifications.

Table 4. Moderated effect

Model		Assuming Model		
		DF	CMIN	P
Personal Characteristics	Gender	5	2.932	
	Age	15	36.644	**
	Education	15	18.009	
	Marriage	5	3.701	
	Religion	5	4.810	
Organization Characteristic	Organization	5	3.138	
	Facilities	5	3.613	
	Employment Type	10	34.206	***
	Social worker qualification	10	27.614	**
	Career	10	13.978	

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

4. Conclusion

First, the demographic characteristics were identified as a significant variable in the relative effects of job burnout. Significant variables were found in personal characteristics and organizational characteristics. In personal characteristics, Gender is a significant variable. Employment type and social worker qualifications were found in the organizational characteristics. In the organizational context, discipline and support appeared. In the customer reaction, it was a jay-customer.

Second, in this way, it is confirmed that there is a difference in the results of verifying the effects of the demographic characteristics (personal and organizational characteristics), organizational context, and customer reactions on the job burnout.

Third, in demographic characteristics, gender had an effect on interaction effect, and age had influence on moderation effect. Employment types and social welfare qualifications were both influential variables.

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