

보육교사의 조직 무례와 직무만족의 관계에서 직무스트레스와 심리적 몰입의 이중매개효과

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The Double Mediating Effect of Job Stress and Psychological Commitment between Organizational Incivility and Job Satisfaction of Child Care Teachers in Korea

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요약 본 연구는 보육교사의 조직무례와 직무만족의 관계에서 직무스트레스와 심리적 몰입의 이중매개효과를 검증하는데 목적이 있다. 조사대상은 충남의 S시에서 보육교사 234명을 의도적으로 표집하였다. 자료분석은 SPSS Win.25.0과 PROCESS Macro 4.2를 사용하였고, 적용한 통계방법은 빈도분석, 신뢰도분석, 상관분석 및 직렬 이중매개효과 분석이었다. 연구결과는 다음과 같다. 첫째, 상관분석 결과 조직무례, 직무스트레스, 심리적 몰입, 직무만족 간에는 유의미한 상관관계가 있었다. 둘째, 경로 분석 결과 조직무례는 직무 스트레스에 정적인 영향을, 심리적 몰입 및 직무만족에 부적인 영향을 미쳤다. 직무스트레스는 심리적 몰입 및 직무만족에 부적인 유의미한 영향을 주었으며, 심리적 몰입은 직무만족에 정적인 유의미한 영향을 주었다. 셋째, 직무스트레스와 심리적 몰입은 조직무례와 직무만족의 관계에서 직렬 이중매개 효과가 있었다. 본 연구는 보육교사의 조직무례가 직무만족에 부적인 영향을 미칠 때 직무스트레스와 심리적 몰입을 활용하여 직무만족을 보호하는 방안을 제시하였다.

주제어 조직무례, 직무만족, 직무스트레스, 심리적 몰입, 이중매개효과, 보육교사

Abstract The purpose of this study was to verify the double mediating effects of job stress and psychological commitment in the relationship between organizational incivility and job satisfaction of child-care teachers in South Korea. 234 Korean child-care teachers were purposively selected from S city of C Province. SPSS Win.25.0 and PROCESS Macro 4.2 were used for analyzing the data, and reliability analysis, frequency analysis, correlation analysis, and multiple mediation model analysis were conducted. Results are as follows. First, correlation analysis showed significant correlations between organizational incivility, job stress, psychological commitment, and job satisfaction. Second, path analysis showed that organizational incivility had a positive effect on job stress and a negative effect on psychological commitment and job satisfaction. Job stress had a negative and significant effect on psychological commitment and job satisfaction, and psychological commitment had a positive and significant effect on job satisfaction. Third, job stress and psychological commitment had consecutive double mediation in the link between organizational incivility and job satisfaction. This study suggests a way to utilize job stress and psychological commitment when childcare teachers' organizational incivility has a negative effect on job satisfaction.

Key Words Organizational Incivility, Job Satisfaction, Job Stress, Psychological Commitment, Double Mediating Effect, Child-care Teacher

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1. Introduction

Over the years, researchers have emphasized the effect of incivility and antisocial behavior at work places and organizations. Such behavior included social conflict or maltreatment among employees such as bullying, mobbing, aggression, emotional abuse, harassment (Cortina et al., 2001; Hershcovis, 2011) [1,2]. However, organizational incivility can be considered as a milder and more passive form of such behavior in organizations. Some examples of incivility include ignoring colleagues, interrupting them, not responding to their email, not inviting them to eat together or using degrading statements about them (Anderson & Pearson, 1999; Pearson et al., 2000; Penney & Spector, 2005)[3-5]. Although organizational incivility occurs at various places of the organization, it also leads to a negative working environment that blocks employees' ability to learn and develop in their careers. Therefore, this leads to a conflicting organizational environment, which in turn increases uncivil behavior among employees.

According to past research, there is an interconnected relationship between low job satisfaction and different types of mistreatments witnessed in the workplace, such as 'hostile interpersonal behavior' (Keashly et al., 1994)[6], 'bullying' (Einarsen and Mikkelsen et al., 2003)[7] and 'abusive supervision' (Tepper, 2000)[8]. Emotional experiences that generate negativity at work impact the employees' job satisfaction strongly. Through instigating negative emotional reactions, workplace incivility results in a widely ranged dissatisfaction among employees which puts the job satisfaction of employees in a declining order. Various studies made by known researchers have confirmed a solid link between workplace incivility and lower job satisfaction, thus confirming the negative relation between organizational incivility caused by employers or supervisors and the job satisfaction of the subordinate employees of the same organization.

It is generally comprehended that any form of organizational incivility could lead to higher levels of job stress for employees which in turn affects their job satisfaction in a negative and harmful manner.

On the other hand, psychological commitment of employees plays a generally different role in the relation between organizational incivility and job satisfaction where it is respectively negatively and positively correlated with organizational incivility at workplaces and their overall level of satisfaction.

The objective of this study is to investigate the double mediating effects of job stress and psychological commitment in the relationship between organizational incivility and job satisfaction of employees in the child care field in South Korea. There has been an increasing and necessary need for digging deeper into the relations and effects surrounding organizational incivility in Korea where it has been continuously rising as a social and human-rights related issue. To achieve the purpose of the study, the following research questions were set. What is the correlation between the main variables? Do job stress and psychological commitment mediate in the relationship between organizational incivility and job satisfaction?

2. Literature Review

2.1 The relationship between organizational incivility and job satisfaction

According to past research, there is an interconnected relationship between low job satisfaction and different types of mistreatments witnessed in the workplace, such as 'hostile interpersonal behavior' (Keashly et al., 1994)[6], 'bullying' (Mikkelsen & Einarsen, 2003)[7] and 'abusive supervision' (Tepper, 2000)[8]. Emotional experiences that generate negativity at work impact the employees' job satisfaction strongly. Through instigating negative emotional reactions, workplace incivility results in a widely ranged dissatisfaction among employees which puts the job satisfaction of employees

in a declining order. Various studies made by known researchers have confirmed a solid link between workplace incivility and lower job satisfaction, thus confirming the negative relation between organizational incivility caused by employers or supervisors and the job satisfaction of the subordinate employees of the same organization.

Organizational incivility has been defined as “low intensity” behavior that may be demonstrated through actions such as being mildly but consistently rude, discourteous or impolite - or violating workplace norms of behavior. It is referred to as a low-intensity irregular behavior with unclear intent to harm the target (Andersson & Pearson, 1999)[3]. Due to the usage of uncivil behaviors in general organizations, negative health consequences can occur subsequently in many employees (e.g., depression, physical symptoms; Jex et al., 1992; Spector & Jex, 1998)[9,10]. From a psychological point of view, experiencing interactive maltreatment can harm one’s self-image (i.e offense to self; Cornish-Bowden, 2004)[11] and experiencing incivility can decrease an individual’s self-esteem as well (Frone, 2000)[12], self-efficacy (Mikkelsen & Einarsen, 2002)[13], self-confidence, and well-being. Tangible evidence suggests that incivility is negatively associated with job satisfaction, psychological well-being, and life satisfaction. Moreover, its existence is interconnected with higher levels of job stress, leaving one’s job, and psychological suffering (Lim & Cortina, 2005)[14].

In order to determine the level of job satisfaction of employees, researchers have proposed several approaches for definite results. For example, the stress-based approach relates the causes of job stress (a product of organizational incivility) to job satisfaction in a negative way (Spector et al., 1988; Penney & Spector, 2005)[5,15]. Contemporary researchers have indicated that an employee who faces intentional inconvenience in his/her routine work on a daily basis experiences a decline in self-confidence and spirit.

These small causes of stress accumulate negatively and end up resulting in lower levels of job satisfaction (Fuller et al., 2003; Lim et al., 2008)[16,17]. The negativity resulting from the continuous organizational incivility practices against employees, lead to the deterioration of job satisfaction significantly.

2.2 The mediating role of job stress

As indicated by the definition from some scholars from the far history, stress could be depicted as “ the non-specific response of the body to any demand placed upon it” (Selye, 1987, p.17)[18]. The idea of stress is constantly joined by a few thoughts like execution, inspiration and just as the worker prosperity when alluding to an association. The word stress has come from the Latin word —“stringere” which means to “draw tight”. Stress was characterized by Hans Selye in 1936 as, “ a syndrome produced by diverse nocuous agents “. He portrayed stress as a vague reaction of the body to poisonous inducements. As for Lazarus, (1976)[19], he describes stress as follows: “ Stress occurs when there are demands on the person, which taxes or exceeds his adjustive resources.” Moreover, Richard Carlson characterizes stress as “nothing more than a socially acceptable form of mental illness.”

Organizational incivility affects job stress, job stress affects job satisfaction, and job stress plays a mediating role in the relationship between these two variables. Therefore, we tried to confirm this mediating effect of job stress by targeting childcare teachers.

There is a positive relationship between the experience of incivility and stress among employees. Even though incivility is considered as a slight form of workplace violence, long periods of exposure to it definitely is bound to cause severe levels of stress. Stress leads to psychological and physical distress for workers which in turn negatively affects the quality of employees’ performance. Similar findings support that there is a significant positive correlation between organizational incivility and work-related stress in

general.

Job-related stress usually influences individual and organizational issues including physical effects, productivity and performance, job satisfaction, and organizational commitment. Several research shows strong correlations between workplace environment, stress, and job satisfaction. High levels of work stress are linked with significantly low levels of job satisfaction among employees. Job stressors have the ability to predict the possible occurrence of job dissatisfaction and a great tendency to leave the organization because of such stressors.

2.3 The mediating role of psychological commitment

Baxter (1989)[20], defines commitment as an aim to (a) play out some activity, (b) impact some result, or (c) produce a few outcomes saw as mandatory requiring a venture of individual or social assets (e.g., time, exertion, cash) over some non-trifling time frame. In contrast to wishes and needs, an expectation contains the way for its own completion and consequently comprises self-coordinated activity; hence, there are no oblivious goals or intents. Since commitments are willingly applied, when achieved, the person is obligated to keep it. Still, in all actuality there is no fundamental balanced correspondence between commitment making and responsibility keeping. Commitment making is driven by motivation, yet responsibility keeping is driven by impediments against not keeping the commitment. The more prominent one's feeling of compulsion encompassing responsibility making, the more probable is the worker to keep the commitment.

Organizational incivility affects psychological commitment, psychological commitment affects job satisfaction, and psychological commitment plays a mediating role in the relationship between these two variables. Therefore, we tried to confirm this mediating effect of psychological commitment by targeting

childcare teachers. Organizational incivility refers to low-intensity negative behaviors, such as rudeness, disrespect, and insensitivity, that violate workplace norms for mutual respect and civility. Psychological commitment, on the other hand, refers to an employee's emotional attachment and loyalty to the organization they work for.

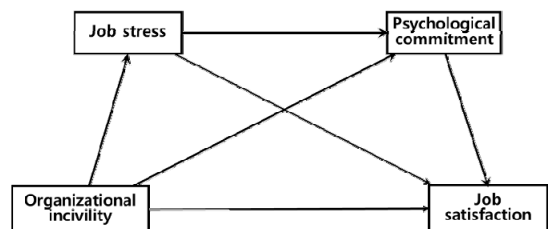
Research has shown that there is a negative relationship between organizational incivility and psychological commitment. Employees who experience incivility from their colleagues or supervisors tend to feel less connected to the organization, have lower job satisfaction, and are more likely to consider leaving their job. These negative experiences can erode an employee's sense of belonging and reduce their motivation to contribute to the organization's success.

Furthermore, the negative effects of incivility on psychological commitment can also have a ripple effect on the wider organization. If employees are less committed, they may be less likely to go above and beyond their job duties, which can lead to lower productivity, higher absenteeism, and decreased overall organizational performance. Therefore, it is important for organizations to address and prevent incivility in the workplace to foster a positive work environment and maintain employee commitment and engagement.

3. Research Method

3.1 Research Model

Based on previous research, the research model was



<Fig. 1> Research Model

set up as shown in <Fig. 1> to verify whether job stress and psychological commitment doubly mediated in the relationship where organizational incivility affects job satisfaction.

3.2. Participants and Data Collection

The subjects of this study were child-care teachers who were purposively selected from S city of Chungnam province. Data were collected by using survey methods of questionnaires. Of the collected data, 234 copies were used for analysis. The survey subjects were 108 (49.1%) in their 40s, 85 (38.6%) in their 30s, and 27 (12.3%) in their 50s and older. There were 180 married people (78.6%) and 49 unmarried people (21.4%). In academic background, 139 (61.8%) had graduated from junior college, 56 (24.9%) from a four-year university, 22 (9.8%) from high school, and 8 (3.6%) from a graduate school.

3.3 Research tools

3.3.1 Organizational Incivility

Organizational incivility was measured using a scale developed by Cortina et al. (2001)[1]. This scale consists of 10 questions about the degree of incivility experienced from colleagues or bosses at work, on a 5-point Likert scale. The higher the score, the more incivility was experienced within the organization. In this study, the reliability by Cronbach's α was .955.

3.3.2 Job stress

Job stress was measured using a scale developed by Parker and Decotiis (1983)[21]. This scale uses 13 questions, each on a 5-point Likert scale. The higher the score, the higher the job stress. The reliability by Cronbach's α was .877.

3.3.3 Psychological commitment

We measured psychological commitment with a scale developed by Meyer and Allen (1991)[22] and

translated by Song et al. [23]. This scale has 7 items and uses a 5-point Likert scale. The higher the score, the higher the level of emotional commitment, and in this study, Cronbach's α was .817.

3.3.4 Job satisfaction

Job satisfaction was measured using 5 items of the Job Satisfaction Index (JSI) developed by Brayfield and Rothe (1951)[24]. These questions were on a Likert 5-point scale, and the higher the score, the higher the degree of satisfaction with one's work. In this study, the reliability by Cronbach's α was .918.

3.4 Data analysis

We analyzed data using SPSS PC+ Window. 25 and PROCESS Macro 4.2. The statistical techniques applied were frequency analysis, reliability analysis, correlation analysis, and multiple mediating effect analysis using bootstrapping.

4. Results

4.1 Correlation between variables

Pearson's correlation analysis was used to analyze the correlation between main variables as shown in <Table 1>. There were significant correlations between all main variables. Organizational incivility was positively correlated with job stress ($r=.412$, $p<.01$), negatively correlated with psychological commitment ($r=-.604$, $p<.01$) and job satisfaction ($r=-.408$, $p<.01$). Job stress was negatively correlated with psychological commitment ($r=-.357$, $p<.01$) and job satisfaction ($r=-.390$, $p<.01$). As for psychological commitment, it had a positive correlation with job satisfaction ($r=.583$, $p<.01$).

<Table 1> Results of correlation analysis and descriptive statistics

	Organizational Incivility	Job Stress	Psychological Commitment	Job Satisfaction

Organizational Incivility	1			
Job Stress	.412**	1		
Psychological Commitment	-.604**	-.357**	1	
Job Satisfaction	-.408**	-.390**	.583**	1
M	1.6330	2.3537	3.9413	3.7308
SD	0.9476	0.7307	0.6421	0.6985

** $p < .01$

As the result of descriptive statistics, organizational incivility and job stress were lower than median value (3 points), but psychological commitment and job satisfaction were higher than median value.

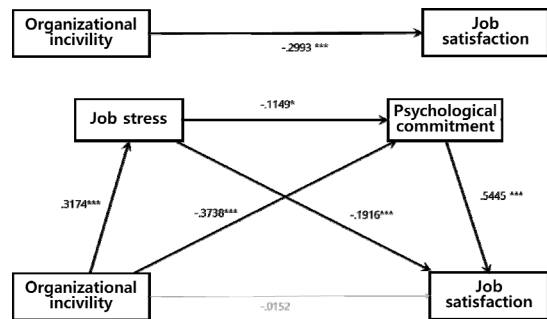
4.2 The Double Mediating Effects of Job Stress and Psychological Commitment

For double mediating effects of job stress and psychological commitment, Model 6 of SPSS PROCESS macro was used. As for the verification of double mediating effect analysis, bootstrapping method was used. The analysis results are presented in Table 2 and Figure 2.

In the mediating variable model 1, organizational incivility had a positive effect on job stress ($B = .3174, p < .001$), and in variable model 2, organizational incivility had a negative effect on psychological commitment ($B = -.3738, p < .001$), and job stress had a negative effect on psychological commitment ($B = -.1149, p < .05$). In the dependent variable model, organizational incivility had no significant effect on job satisfaction ($B = -.0152, p > .05$), but job stress had a negative and significant effect on job satisfaction ($B = -.1916, p < .001$). Psychological commitment had a positive effect on job satisfaction ($B = .5445, p < .001$).

The total effect of organizational incivility on job stress was $B = -.2993 (-.3862 \sim -.2125)$, which was significant as there was no zero between the upper and

lower limits of the bootstrap, and the direct effect was $B = -.0152 (-.1127 \sim .0824)$, which was not significant because there was 0 between the upper and lower bootstrap values. On the other hand, the total indirect effect was $B = -.2842 (-.3741 \sim -.2097)$, which was significant as there was no zero between the upper and lower bootstrap values. Indirect effects were verified using the bootstrap method. In the relationship between organizational incivility and job satisfaction, the indirect effect of job stress was $B = -.0608 (-.1175 \sim -.0188)$, which was significant as there was no zero between the upper and lower bootstrap values. The indirect effect of psychological commitment in the relationship between organizational incivility and job satisfaction was $B = -.2035 (-.2803 \sim -.0380)$, which was significant as there was no zero between the upper and lower bootstrap values. The double indirect effect of job stress and psychological commitment in the relationship between organizational incivility and job satisfaction was significant with $B = -.0199 (-.0424 \sim -.0017)$, with no zero between the upper and lower bootstrap limits. Therefore, the dual mediating effect of job stress and psychological commitment in the relationship between organizational incivility and job satisfaction was verified.



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

<Fig. 2> The results of double mediating effects

<Table 2> The results of double mediating effects

Variables		Mediating variable model 1 (DV: Job stress)			Mediating variable model 2 (DV: Psychological commitment)			Dependent variable model (DV: Job satisfaction)		
		Coeffect	SE	t value	Coeffect	SE	t value	Coeffect	SE	t value
Constant		1.8353	.0873	21.0339***	4.8224	.1137	42.4230***	2.0459	.3642	5.6417***
ID	Organizational Incivility	.3174	.0462	6.8654***	-.3738	.0387	-9.6549***	-.0152	.0495	-.3061
M1	Job stress				-.1149	.0502	-2.2881*	-.1916	.0548	-3.4988***
M2	Psychological commitment							.5445	.0711	7.6558***
Model Summary	R ²	.1695			.3791			.3836		
	F	47.1342***			70.2201***			47.5063***		
Effects					Effect	SE	Confidence interval			
							LLCI	ULCI		
Total effect					-.2993	.0441	-.3862	-.2125		
Direct effect					-.0152	.0495	-.1127	.0824		
Total indirect effect					-.2842	.0415	-.3741	-.2097		
Indirect effect	Organizational Incivility → Job Stress → Job Satisfaction				-.0608	.0251	-.1175	-.0188		
	Organizational Incivility → Psychological Commitment → Job Satisfaction				-.2035	.0358	-.2803	-.1380		
	Organizational Incivility → Job Stress → Psychological Commitment → Job Satisfaction				-.0199	.0104	-.0424	-.0017		
* <i>p</i> <.05, *** <i>p</i> <.001, ID: Independent variable, DV: Dependent variable, M: Mediating variable										

5. Discussion and Conclusion

This study focused on verifying the double mediating effects of job stress and psychological commitment in the relationship between organizational incivility and job satisfaction of child-care teachers. The discussions are as follows.

First, the correlation analysis showed that there was a respectively positive and negative correlation between experience of organizational incivility, job stress, psychological commitment, and job satisfaction. This is somehow related to preceding studies showing that the higher the job stress, the lower the employees' job satisfaction, and the lower the probability of psychological commitment (Fuller et al., 2003; Lim et al., 2008)[16][17]. Moreover, these obtained results are linked to the research showing that organizational incivility is a factual cause of increase in job stress for employees in organizations, especially in child daycare facilities. Therefore, it is most important to prevent organizational incivility experiences in advance, but as

it is difficult to eradicate incivility experiences within an organization, it is necessary to secondarily reduce job stress, enact regulations, and practice training programs to protect psychological commitment and job satisfaction.

Second, the outcome results regarding the relation between organizational incivility and job satisfaction agree with the results of previously conducted studies that prove that job satisfaction is negatively influenced by the experience of organizational incivility at the workplace of the employees (Seo & Lee, 2021)[25]. Supportively, these findings confirm the research model that we provided in this study. In particular, organizational incivility negatively influenced job satisfaction where uncivil behavior at organizations leads to dissatisfaction among employees and other staff members in an organization.

The conducted analysis showed that the experience of incivility within the organization, in this case the child day care center, significantly increased job stress,

and decreased psychological commitment and job satisfaction. The increase in job stress significantly affected psychological commitment in a negative manner; and psychological commitment was positively linked to job satisfaction. These results confirm other studies showing that organizational incivility has great influence on job stress and psychological commitment (Ćulibrk et al., 2018)[26] Furthermore, this emphasizes the obtained result that job stress affects psychological commitment which in turn affects job satisfaction highlighting job stress as the main variable in this relation.

Third, the double mediating effect analysis showed that the double mediating effect of job stress and psychological commitment was verified in the link between experience of organizational incivility and job satisfaction. The main focus of this study was to determine how job stress and psychological commitment affect the relation between organizational incivility and job satisfaction. It was found that the experience of incivility at work that the teachers of day-care center faced had an effect on their satisfaction with their jobs through the double mediating manner of job stress and psychological commitment. Hence, in order to increase the teacher's job satisfaction which usually has huge effect on the organizational efficiency of day-care centers, it is essential to radically reduce organizational incivility which in turn reduces job stress and increases psychological commitment of the employees.

The limitations of this study and suggestions for follow-up studies are as follows.

First, there is a limitation that males are not included in the survey subjects. Organizational incivility is predicted to be different between males and females, so it will be meaningful to look at differences between male and female child-care teachers in future studies.

Second, the fact that the survey target area is limited to one city can be a factor that increases sampling error. In future studies, it is necessary to include more than

3 cities and counties for sampling to reflect the characteristics of the population and reduce sampling error.

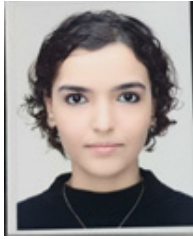
Third, this study focused on understanding the relationship between variables. It is necessary to study the practical effect of protecting against job stress, such as research on programs that can reduce job stress and improve psychological immersion.

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