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Influence of public-private cooperation awareness and organizational commitment among social welfare public officials -Verification of the moderating effect of supervision-

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Abstract

There is no prior research on organizational commitment and supervision for social welfare public officials in charge of public-private cooperation in public welfare fields. Therefore we are designed to determine the impact of social welfare public officials' public-private cooperation awareness on organizational commitment to verify the moderating effect of supervision on the effect between public-private cooperation awareness and organizational commitment. The analysis data is 242 questionnaires collected from Incheon public health and welfare officials visiting towns, villages, and villages in 10 counties. Using the SPSS 22.0 program, descriptive statistics and relationships between variables were analyzed, regression analysis was performed to analyze the influence between variables, and hierarchical regression analysis was performed to verify supervision control. As a result of the study, it was confirmed that the perception of public-private cooperation affects organizational commitment, interacts with supervision satisfaction, and has a moderating effect. Based on this, in order to improve the organizational commitment of social welfare public officials during public-private cooperation work, specific measures were proposed for sharing awareness and understanding between the public and private sectors, establishing an official system, and establishing a supervision system.

Keywords: : Social Welfare public servants, Public-Private Cooperation Awareness, Organizational Commitment, Supervision

1. INTRODUCTION

1.1 Background of the research

Our country's social welfare delivery system has been reorganized into a region-centered delivery system and is changing to establish cooperative governance between the public and private sectors. In particular, due to the regional movement of social welfare service providers and practice sites, the distinction between the public and private sectors is weakening, the role of the public sector in community welfare services is further

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strengthened, and the roles of the public and private sectors are established and mutually beneficial, collaborative relationships are becoming more critical [1].

In the public sector, a customized welfare team is established at each administrative welfare center, and the roles of social welfare public servants are defined as identifying welfare blind spots, integrated case management, on-site welfare counseling, and public-private cooperation projects. Accordingly, the importance of service cooperation between organizations providing social welfare services is increasing to address the diverse needs of residents, and establishing a public-private cooperation system that combines private and public resources is being emphasized [2].

Public-private cooperation, a promising approach, can effectively provide welfare to citizens by synergizing the strengths and weaknesses of the leading providers of social welfare: the state, private sector, informal sector, and market sector[3]. This model of cooperation, which bridges the private and public sectors, holds immense potential for the future of social welfare. Forming a cooperative network in the local welfare system through public-private cooperation is a significant means of linking and integrating social welfare and overcoming limited perspectives and resources. In particular, Korea has structural characteristics of welfare administration segmented by target and area and a welfare supply system highly dependent on the private sector, so cooperation and collaboration among multiple stakeholders are emphasized [4].

Organizational commitment, a strong belief in organizational goals and values, is not just a concept but a crucial aspect of social welfare organizations. It is the will to exert effort for the organization and the desire to persist as a member. By aligning the organization's ideology with individual values, organizational members can feel more connected to the organization's direction, enhancing their sense of belonging and responsibility. This is a vital organizational behavior that can significantly impact social workers' sense of belonging and active participation in the organization [5].

Personal, job and organizational factors were set as variables influencing organizational commitment [6]. Administrative and supportive supervision were identified as essential variables among these organizational factors [7]. In addition, it was revealed that the higher the trust in the organization and trust in superiors, the higher the job autonomy and the higher the emotional commitment [8].

A study targeting social welfare civil officials confirmed that the organizational environment directly affects job satisfaction and organizational commitment and that administrative supervision has a positive effect on job satisfaction and organizational commitment [9]. In terms of the form of supervision, it was said that the more educational supervision and supportive supervision were performed and the more supervision time was given, the higher the level of organizational commitment, and that administrative supervision had a significant impact on organizational commitment [10]. In addition, among the supervision functions, only supportive supervision was found to have a significant impact on emotional and normative organizational commitment, and it was found that when administrative, educational, and supportive supervision is given, it significantly impacts social workers' organizational commitment [11] [12].

Therefore, for public-private cooperation to be activated, the range of mutual understanding between the public and private sectors must be expanded. It is crucial for social welfare public officials, who play a role in this process, to increase their awareness of public-private cooperation and become deeply involved in the organization.

However, there is no prior research on organizational commitment and supervision for social welfare public officials in charge of public-private cooperation in public welfare fields. Therefore, this study holds the potential to confirm whether public-private cooperation awareness and organizational commitment can be significantly improved through supervision within an organization. It aims to propose a plan that could potentially enhance the organizational commitment of social welfare public officials who carry out public-private cooperation in public welfare.

1.2 Purpose of the research

The purpose of this study is to confirm the degree of supervision's influence on the performance of social welfare public officials in public-private cooperation work and propose specific measures to improve organizational commitment based on this.

2. METHOD

2.1 Study Design

The purpose of this study is to verify whether supervision has a moderating effect on influencing the organizational commitment of social welfare public officials in charge of public-private cooperation in public welfare.

2.2 Participants

The survey for this study was conducted from September 5 to October 14, 2022. The subjects were social welfare public official team leaders and team members in charge of public-private cooperation in 10 townships, towns, and villages in Incheon. A total of 242 questionnaires were used for analysis.

2.3 Study Procedures and Data Collections Method

The sampling method involved the researcher calling each institution to request cooperation and then visiting them to distribute and collect questionnaires.

2.4 Tool

2.4.1 Public-Private Cooperation Awareness

To examine social welfare public officials' perception of public-private cooperation, the researchers used a scale developed by supplementing and modifying the standard questionnaire developed by Noh Eun-young et al [13]. to revitalize public-private cooperation in Gwangju-type social welfare. There were 12 questions regarding public-private cooperation awareness, and the reliability coefficient for public-private cooperation awareness was .897. The questionnaire was reviewed, revised, and supplemented through a preliminary survey of five civil servants in District A, Incheon.

2.4.2 Organization Commitment

To examine the level of organizational commitment of social welfare public servants, we used a scale developed by Modway [6] and a scale modified and supplemented by Jeong [5] to suit social welfare centers. The survey used 15 identification, attachment, and will questions to continue working. The reliability coefficient of the entire scale was found to be .849. The questionnaire was reviewed, revised, and supplemented through a preliminary survey of five civil servants in District A, Incheon.

2.4.3 Supervision Satisfaction

A scale developed by the researchers was used to examine the supervision of social welfare public officials. The main question is supervision satisfaction. The reliability coefficient of the entire scale was found to be .876. The questionnaire was reviewed, revised, and supplemented through a preliminary survey of five civil servants in District A, Incheon.

2.5 Data Analysis Method

The collected data were analyzed using the SPSS 22.0 program in the following manner to suit the research purpose. First, the general characteristics of the study subjects were identified through descriptive statistics. Second, the requirements for analyzing relationships between variables were identified through descriptive statistics of key variables. Third, regression analysis was conducted to examine the impact of social welfare public servants' perception of public-private cooperation on organizational commitment. A hierarchical regression analysis was conducted to verify whether supervision moderates organizational commitment due to public-private cooperation awareness. Interaction terms between independent and control variables were created and analyzed, and mean centering was performed to ensure data accuracy.

3. RESULTS

3.1 Characteristics

The general characteristics of social welfare public officials subject to the survey are as follows. Regarding gender, there were 59 men (24.4%) and 183 women (75.6%), with a high percentage of women. The ages were 23 people in their 20s (9.5%), 70 people in their 30s (28.9%), 121 people in their 40s (50.5%), and 28 people in their 50s or older (11.6%). Experience: 29 people (12.0%) with less than three years, 16 people (6.6%) with 3-5 years, 63 people (26.0%) with 5-10 years, 66 people (27.3%) with 10-20 years, 20 years. There are 68 people (28.1%). There are 83 team leaders (34.3%) and 159 team members (65.7%).

3.2 Descriptive statistics of main variables

We examined whether it was necessary to analyze the relationship between variables through descriptive statistics of key variables. The descriptive statistical results of the perception of public-private cooperation, organizational commitment, and satisfaction with supervision are shown in Table 1. The average value of public welfare public officials' perception of public-private cooperation was 3.42 (sd=.591). The average value of the level of organizational commitment of public welfare officials was 3.12(sd=.364), indicating that it was above average. The average satisfaction with supervision was 3.41(sd=.870), indicating that it was above average.

Table 1. Descriptive statistics of variables

Variables	Average	SD
Public-Private Cooperation	3.42	.591
Awareness		
Oranization Committment	3.12	.364
Supervision Satisfaction	3.41	.870

3.3 Verification of relationships between variables

Before examining the impact of public welfare officials' perception of public-private cooperation on organizational commitment, the correlation analysis between variables is shown in Table 2.

Table 2. Verification of relationships between variables

Variables	Public-Private Cooperation Awareness	Oranization Commitment	Supervision Satisfaction
Public-Private Cooperation Awareness	1		
Oranization Commitment	.430**	1	
Supervision Satisfaction	.311**	.257**	1

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

3.4 The moderating effect of supervision between public-private cooperation awareness and organizational commitment

Looking at the correlation, it can be seen that the organizational commitment of social welfare public servants and their perception of public-private cooperation show a positive relationship. In addition, satisfaction with supervision was found to correlate with and influence organizational commitment. An analysis was conducted to determine whether satisfaction with supervision plays a moderating role between public welfare officials' awareness of public-private cooperation and organizational commitment. The results are as follows. The results regarding the perception of public-private cooperation are shown in Table 3.

In Model I, awareness of public-private cooperation was input as the independent variable, and organizational commitment was input as the dependent variable. As a result, the model's explanatory power was 22.4%, and the F value was 14.306 (p<.001). Awareness of public-private cooperation (=0.235, p<.001) significantly influenced public welfare officials' organizational commitment. In other words, it can be seen that the higher the awareness of public-private cooperation among public welfare officials, the higher the level of organizational commitment. The result of additionally introducing the interaction term between the independent variable and the control variable to confirm the moderating effect is Model II. The explanatory power of Model II was 23.6%, and the F value was 12.866 (p<.001). Among the interaction terms that played a moderating role, satisfaction with supervision was significant.

Table 3. The moderating effect of supervision

Variables	Oranization Commitment (N=242)					
	Model I			Model II		
	B	β	t	B	β	t
Public-Private Cooperation Awareness	.235	.388	6.303***	-0.12	-0.20	-0.98
Supervision Satisfaction	.075	.185	2.916*	-.170	-.420	-1.444
Public-Private Cooperation Awareness \times Supervision Satisfaction				.074	.835	2.131*
ΔR^2		.224			.236	
$R^2(\text{adj})$.222			.015	
F		14.306***			12.866***	

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

4. DISCUSSION

This study analyzes whether the implementation of supervision plays a moderating role in the recognition of public-private cooperation and the organizational commitment of public welfare officials. It seeks a supervision plan to increase the organizational commitment of public welfare officials. For this purpose, a survey was conducted on 242 social welfare public officials, and descriptive statistics and hierarchical regression analysis were conducted. The analysis results are as follows. First, the average value of public-private cooperation awareness among social welfare public servants was 3.38, which indicates that the awareness of public-private cooperation was at a medium level, and the average value for the level of organizational commitment was 3.38, which was above a medium level. Second, social welfare public servants' perception of public-private cooperation shows a significant relationship with organizational commitment. In addition, whether or not supervision was implemented correlated with and influenced organizational commitment. Although previous research has not revealed a relationship between public-private cooperation, organizational commitment, and supervision, existing research shows that supervision affects organizational commitment [9] [10] [11] [14] [15].

Based on these research results, we suggest the following. First, the current public welfare field is expanding its response to welfare blind spots such as single-person and socially isolated households through public-private cooperation at the district level. Therefore, social welfare public officials must make efforts to share public and private awareness and increase understanding of public-private cooperation. To strengthen their capacity to carry out public-private cooperation, supervision and professional training through the establishment of an official supervision system are required.

Second, it is necessary to find synergy effects in providing information, providing services, and linking resources through public-private cooperation to enable active and flexible responses to welfare blind spots.

Third, social welfare officials must focus on community-centered care and understand cases in depth from the perspective of public-private cooperation. If supervision is provided systematically, this will increase their organizational commitment and the quality of community-centered care.

Forth, to increase the level of organizational commitment of social welfare public officials when performing public-private cooperation work, a formalized public-private cooperation system and job assignments must be established. Additionally, a formal system must be established for smooth communication with the private sector during the planning stage.

Fifth, various supports and efforts must be made in parallel to increase the expertise of social welfare public officials. Developing a proven curriculum, securing excellent instructors, benchmarking educational best practices from other cities and provinces, and monitoring qualitative aspects are necessary.

5. CONCLUSION

This study is significant as the first study was conducted to control the influence of supervision to increase the level of organizational commitment of social welfare public officials when performing public-private cooperation. Nevertheless, it has the following limitations. First, generalization has limitations in that the survey target is limited to one region. Second, because there is a limitation in looking only at whether or not supervision is implemented, we propose a follow-up study to confirm the impact of subdividing supervision by function and type. Third, presenting more in-depth results and suggestions using qualitative research methods such as focus groups or interviews is also required.

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