

Convergence Research on Emotional Labor, Job Environment, and Organizational Performance of Public and Private Organizations in Senior Industry

Il Hyun Yun

*School of Social Work, Gwangju University, 277, Hyodeok-ro, Nam-gu, Gwang-ju, 61743, Korea.
Orcid Id: 0000-0002-8862-6360*

Abstract

The relationship between voluntary behavioral factors and organizational performance of public and private organizations in the senior industry was analyzed. The purpose of this study was to investigate the differences between groups and path coefficients. Employment labor and job environment were selected as factors influencing organizational performance of public and private organizations. Emotional labor and job environment were selected as voluntary behavior factors. For the study, the work environment was selected as person-job fit, ethical management, and social support. The analysis was applied to multi-group analysis and latent mean analysis using structural equation model. Analysis, The latent mean analysis between the public and private organizations in the senior industry shows that there is a statistically significant difference, though not the magnitude of the effect. As a result of the test of structural model invariance across groups, the difference in path coefficients was not significant. Significant 7 paths were found through the analysis.

Keywords: Senior Industry, Emotional Labor, Job Environment, Person-job Fit, Ethical Management, Social Support, Organizational Performance

INTRODUCTION

The elderly population in Korea went through an aging society with 7.2% in 2000. It can be said that it entered the aged society with 13.8% in 2017[1]. In 2030 (24.5%), it will enter into a super-aged society. In addition, the ratio of elderly households is increasing from 11.9% in 2000 to 20.5% in 2017 and 33.9% in 2030[1]. As a result, the elderly who have biological aging and socioeconomic deterioration are active in the senior industry, which provides products and services for mental and physical health, convenience and safety [2]. Senior industry is an industry based on economic power to enhance the quality of life of the elderly. Nonprofit social welfare sector and free competition principle It is a profit-seeking industry that combines profitability and profitability of private enterprise. Elderly welfare work is expanding very fast with the implementation of senior industry and long-term care.

Projects for elderly people vary from healthy to uncomfortable. It is very granular and complex. It is labor-

intensive service in various fields. Business entities (commercial and nonprofit organizations) are critical to organizational performance in order to gain customer confidence [3]. Senior industry is big in Japan. There is a clear distinction between job-related personnel in professional jobs [4]. In Korea senior industry does not distinguish professional occupations [5]. And it can be said that the employees are performing duplicate and various duties. Factors affecting organizational performance are important for those who perform various tasks. In particular, voluntary action factors can have a positive impact on organizational performance. In order to develop the senior industry, it is necessary to clarify causal relationship of voluntary behavior factors.

This study selected factors with interest in the voluntary behavioral factors of employees who affect organizational performance. Emotional labor and Job environment were selected as voluntary behavior factors. The researchers' practical experiences and research data were reviewed and selected. Therefore, the relationship between emotional labor and job environment variables is examined as a factor affecting organizational performance. The job environment considers three dimensions. Person-job fit at the worker level, ethical management at the organization level, and social support at the worker and organization level.

Employees face direct contact with the elderly or their dependent family members and do not respond appropriately to the unreasonable demands of customers. And the mental and physical health problems due to the stress that occurs in repetitive customer response situations [6]. Emotional labor is a concept that characterizes the duties of workers [7]. Emotional labor is an intrinsic process to accomplish organizational performance. Effort, planning, and control are required to express the emotions required by the organization in the worker relationship [8]. The personal preference of the employees and the degree of coordination between personal characteristics and job are person-job fit [9]. It is the degree to which the abilities of the workers are in agreement with the technical abilities of the jobs required by the organization [10]. It is an important factor in the job environment of employees. For employees, ethical management based on trust has a positive effect on job environment and organizational performance [11]. Based on this, the linguistic and nonverbal information and advice provided to each other among the members of the organization, and the advice and behavior of

the visible behavior, provide the customers with emotional and behavioral desirable effects. This is called social support [12].

This study is an empirical analysis of the relationship between organizational performance and the factors of voluntary behavior of employees. The empirical analysis is used to examine the difference between public and private organizations. And we want to find the path coefficient of the influence factors of the employees on the organization performance. Public organizations and private organizations, and analyze the results by using the multi-group analysis and latent mean analysis of the structural equation model.

RESEARCH METHOD

Research Purpose and Research Models

This study focuses on public and private organizations in the senior industry. The purpose of this study is to investigate the differences of organizational groups and path coefficients of organizational performance on the voluntary behavior of employees.

Voluntary behavior factors were selected as emotional labor and job environment. The variables of the job environment were selected as person-job fit considering the characteristics of the worker, ethical management measuring the transparency of the facility and the fairness of the decision, Independent variables were emotional labor, person-job fit, and ethical management. The dependent variable is organizational performance. Social support was selected as a parameter.

Research subjects and data collection methods

The subjects of this study are senior industry public and private organizations. A sample of the research sample was a quota sampling method, which is a non-random sampling method. Self-report questionnaires. A total of 1,339 respondents were analyzed. Among the subjects, 415 (31.0%) were employed by public organizations and 924 (69.0%) were employed by civilian organizations.

Analysis method

This study analyzed data using SPSS 23.0 for Windows and AMOS 23.0. The descriptive statistics were analyzed by principal characteristics, normality test, and correlational relationship. The fit of the research model was confirmed using the structural equation. The model is not sensitive to the size of the sample and the simplicity of the model is considered. The fitness of the model was evaluated through the RMSEA, TLI, and CFI established in the standard of fitness index. The RMSEA value is a good fit if it is less than .05, and a good fit if it is .05-.08. The TLI and CFI values are better than .90 [13]. The empirical analysis was made by applying the multi-group analysis and the latent mean analysis using the structural equation model.

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, the main variables were satisfied with the normal distribution condition (skewness <2, Kurtosis <4) [14], which is a requirement to apply the structural equation model.

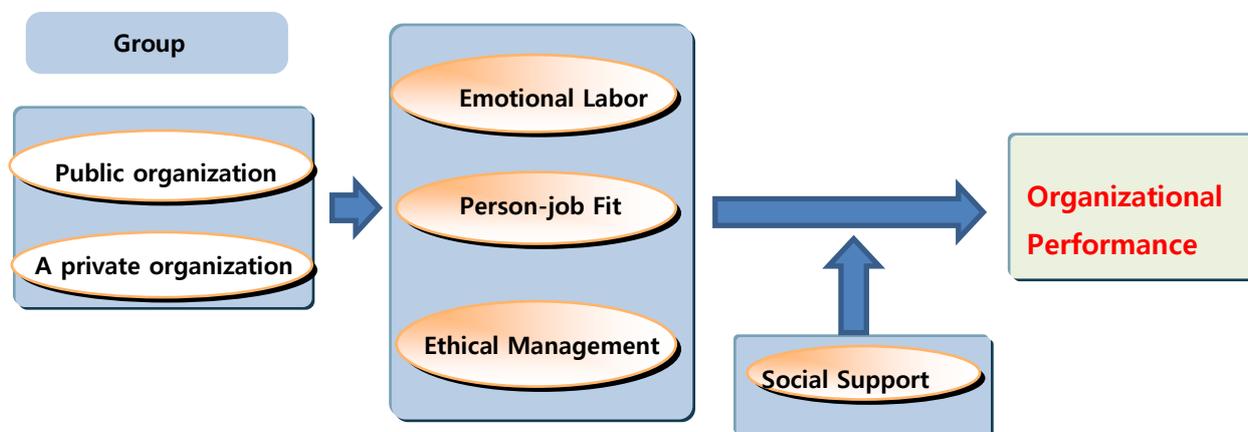


Figure 1: Research Models

Table 1: Descriptive statistics

Division	1	2	3	4	5
Mean	3.1925	3.3204	3.5913	3.5610	3.5725
Standardized Deviation	.61818	.62311	.51002	.60698	.55331
Skewness	-.546	-.740	-.976	-.871	-1.148
Kurtosis	.489	1.257	2.676	1.757	2.996

※ 1. Emotional Labor 2. Person-job Fit 3. Ethical Management 4. Social Support 5. Organizational Performance

Correlational Relationship

The correlational relationship for verifying causality between variables was found to be good. In order to verify the multicollinearity, we conducted a correlational relationship analysis between the research model variables. All appeared to be good.

Table 2: Correlational Relationship

Division	1	2	3	4	5
1	1				
2	.114***	1			
3	.086**	.489***	1		
4	.130***	.444***	.632***	1	
5	.169***	.542***	.558***	.567***	1

※ 1. Emotional Labor, 2. Person-job Fit, 3. Ethical Management, 4. Social Support, 5. Organizational Performance

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

Measurement model test.

The analysis of the measurement model showed that the fit assessment of the measurement model was significant.

Table 3: Research models fit

Division	χ^2	DF	CFI	TLI	RMSEA
Research models fit	647.635	125	.935	.947	.056

Comparison of measurement models and Latent mean analysis.

The latent mean analysis is based on the assumption that the research model has the formality of configural invariance, metric invariance, and scalar invariance [13]. The analysis method presented in Joo-hwn, kim et al. (2009) was used [13]. The results are shown in <Table 4>.

First, the configural invariance test (Model 1) was compared between public and private organizations that did not use

latent variables. I did not use the potential variable. Correlational relationships between all variables are allowed and parameters can be freely estimated. Both the public ($\chi^2=423.582$, $df=309$, $p= .000$, $TLI=.892$, $CFI=.905$, $RMSEA=.073$) and private ($\chi^2=446.582$, $df=309$, $p= .000$, $TLI=.911$, $CFI=.922$, $RMSEA=.050$) organizations of the base model were satisfied. As a result of the analysis, the fitness index was significant ($\chi^2=858.226(df=251)$, $p= .000$, $TLI=.923$, $CFI=.937$, $RMSEA=.043$. configural invariance was established (Model 1).

Second, the metric invariance model is an nested model of configural invariance. The degree of freedom of both models was used. χ^2 value difference($\Delta\chi^2$). As a result, the difference of the values was statistically significant ($\Delta\chi(12, N=1,339)=33.897$, $p<.01$). Both models are different models. The fit index of metric invariance was not worse than the fit index of Model 1($\Delta TLI=.001$, $\Delta CFI=-.002$, $\Delta RMSEA=-.001$). Metric invariance was established (model 2).

Third, Scalar invariance adds invariance constraints to the intercept of measurement variables in each group. And metric invariance and fitness were compared. As a result, the difference was significant ($\Delta\chi(df=18, N = 246) = 90.071$, $p <.001$). The two models are different. The fit index of scalar invariance was not worse than the fit index of Model 2($\Delta TLI=-.003$, $\Delta CFI=-.008$, $\Delta RMSEA=.001$). Scalar invariance was established (Model 3).

Table 4: The fit index for invariance validation

Division	χ^2	DF	TLI	CFI	RMSEA
Model 1: configural invariance(base model)	858.226	251	.923	.937	.043
Model 2: metric invariance	892.123	263	.924	.935	.042
Model 3: metric and scalar invariance	982.194	281	.921	.927	.043
Model 4: Metric, Scale, Factor variance invariance	1035.094	286	.917	.922	.044

Fourth, configural invariance, metric invariance, and scalar invariance were all satisfied. This result implies that the observed mean difference reflects the actual difference between groups for the latent variable. The conditions of the latent mean analysis were met. Factor variance invariance was verified as a precondition for calculating the effect size in the latent mean analysis. Invariance constraints are applied to the variance of latent variables in each group. And scalar invariance were compared with the verified model (Model 3).

As a result, the difference was significant ($\Delta\chi(18, N = 246) = 90.071, p <.001$). The two models are different. Factor variance invariance fit index was not worse than that of model 3 ($\Delta TLI = -.004, \Delta CFI = -.005, \Delta RMSEA = .001$). Factor variance invariance was established (Model 4).

Fifth, the means of the factors in the latent mean analysis can't be directly estimated. Thus, the potential average of public organizations is assumed to be '0'. <Table 5> shows latent mean difference analysis for the discriminant variables. The effect sizes were calculated using a common standard deviation [13]. Cohen's standard value (d: less than .2, less than .5, medium, greater than .8) was applied. As a result, there was a statistically significant difference. The emotional labor was not different. The differences were found in person-job fit, ethical management, social support, and organizational performance. The difference is that the private organization is higher than the public organization. The size of the effects is not a big difference, but there are differences between public and private organizations.

Table 5: Latent mean difference analysis

latent variable	Public organization		private organization		Effect Size(d)	Total Mean
	Latent Mean	Mean	Latent Mean	Mean		
Emotional Labor	0	3.1531	.056	3.2102	.071	3.1925
Person-job Fit	0	3.1486	.276***	3.3975	.350	3.3204
. Ethical Management	0	3.4680	.177***	3.6467	.248	3.5913
Social Support	0	3.4892	.112**	3.5932	.144	3.5610
Organizational Performance	0	3.4111	.201***	3.6450	.270	3.5725

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

Comparison of inter-group path coefficients

The test of structural model invariance across the groups is to analyze the difference in path coefficients between measurement models in a structural equation model. The analysis was done through the process of metric invariance constraints and cross-group equality constraints [13]. The metric invariance constraints verifies that the results of each group response are identical in the study model. The fit of the path model with the same fixed standardized estimates of all factors for each latent variable was measured. The results of the analysis showed satisfactory fit ($\chi^2 = 892.123, df = 263, p = .000, TLI = .924, CFI = .935, RMSEA = .042$).

Table 6: Shows the path coefficients of public sector and private organizations.

Parameter		Public organization	private organization
. Social Support	Emotional Labor	.112(.094)	.074*(.074)
	Person-job Fit	.086(.102)	.090*(.098)
	Ethical Management	1.016***(.750)	.901***(.726)
. Organizational Performance	Emotional Labor	.028(.029)	.069*(.094)
	Person-job Fit	.203***(.298)	.234***(.347)
	Ethical Management	.126(.115)	.169*(.185)
	Social Support	.380***(.470)	.299***(.407)

※ Number: standardized Regression Weights(Regression Weights), * p<.05, ** p<.01, ***p<.001

There may be a significant difference between public and private organizations. The model with invariance constraints added to all path coefficients in the model was compared with the baseline model as in [Table 6].

As a result of the analysis, the fit did not change even if all path coefficients were identical ($\chi^2 = 896.485, df = 270, p = .000, TLI = .926, CFI = .935, RMSEA = .042$). No significant path was found in path invariance constraints. However, the emotional labor, job environment, and organizational performance of the private organization have significant significance in the path coefficient. The job environment and organizational performance of public organizations have significant meaning in path coefficient. Emotional labor is not a factor affecting the path coefficient of public organizations.

Table 7: Differences between groups (Variation)

Parameter		$\square \Delta DF$	$\square \Delta \chi^2$	$\square \Delta TLI$
Social Support	Emotional Labor	1	.311	.000
	Person-job Fit	1	.004	.000
	Ethical Management	1	1.360	.000
. Organizational Performance	Emotional Labor	1	.598	.000
	Person-job Fit	1	.451	.000
	Ethical Management	1	.098	.000
	Social Support	1	.579	.000
All Constrained		7	4.362	-.002

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

CONCLUSION

This study examines the relationship between the voluntary behavioral factors of public and private organizations in the senior industry and the factors affecting organizational performance. The analysis attempted to identify the differences between public and private groups and to find path coefficients in causal relationships.

The results are as follows.

First, the latent mean analysis between the public and private organizations in the senior industry shows that there is a statistically significant difference, though not the magnitude of the effect. The latent mean analysis of structural equations with measurement errors supports the theory that the differences between groups are verified more accurately than traditional statistical techniques.

Second, there was no difference in emotional labor between groups. In the case of person-job fit, ethical management, social support, and organizational performance, the private organization was relatively higher than the public organization.

Third, as a result of the test of structural model invariance across groups, the difference in path coefficients was not significant. In public organizations, job environment was significant in organization performance path coefficient. In the private organization, emotional labor and job environment were significant in organizational performance path coefficient.

Fourth, significant 7 paths were found through the analysis. One path was found in common between public and private organizations (Ethical Management→Social Support→Organizational Performance). Two paths were found in public organizations (Ethical management→social support, person-job fit→organizational performance). Four paths were found in the private organization (Emotional labor→social support→organizational performance, person-job fit→social support→organizational performance, person-job fit→organizational performance, Ethical management→organizational performance).

ACKNOWLEDGMENT

This Study was conducted by research funds from Gwangju University in 2017

REFERENCES

- [1] Statistics , 2017, "2017 Elderly person statistics", Available from <http://kostat.go.kr>
- [2] M. K. Moon., J. K. Lee., & K. H. Kim., 2015, "A Study of Korea`s Current Senior Industry and Future Direction", Korean Operations Research And Management Society Conference Proceedings, 3095-3099.
- [3] Borman, W. C., & Motowidlo, S. J., 1993, "Expanding the criterion domain to include elements of contextual performance", In N. Schmitt, & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71-98). San Francisco: Jossey-Bass.
- [4] Korea health Industry Development Institute, 2013, *Senior Care On Survey of industry*.
- [5] Korea health Industry Development Institute, (2012, *On Survey of senior-friendly products, from industry*.
- [6] J. H. Kim., 2013, "Survey on human rights situation of social workers", National Human rights Commission
- [7] Hochschild, A. R., 1983, "The Managed Heart: Commercialization of Human Feeling", Berkeley & Los Angeles, CA: University of California Press.
- [8] Morris, J. A. & Feldman, D. C., 1996, "The dimensions. antecedent and consequences of emotional labor", *Academy of Management Review*, 21(4), 986-1010.
- [9] J. K. Lee, & Y. D. Cho., 1994, "Research paper; Influences of job fitness on the job satisfaction and conflict management", *Korean Management Review*, 23(3), 313-338.
- [10] Kristof, A. L. 1996. "Person-organization fit: An integrative review of its conceptualizations, measurement, and implications", *Personnel psychology*, 49(1), 1-49.
- [11] Mayer-Sommer, A. P. & Roshwalb, A., 1996, "An Examination of the Relationship Between Ethical Behavior, Espoused Ethical Values and Financial Performance in the U.S. Defense Industry:1988-1992", *Journal of business ethics*, 15(12), 1249-1274.
- [12] Gottlieb, B., 1983, "Social Support Strategies: Guidelines for Mental Health Practice", Beverly Hills: Sage.
- [13] J. H. Kim., M. G. Kim., & S. H. Hong., 2009, "Write articles with structural equation modeling", *Communication Books*.
- [14] S. H. Hong., M. L. Malik., & M. K. Lee., 2003, "Testing configural, metric, scalar, and latent mean invariance across genders in sociotropy and autonomy using non-western sample", *Educational and Psychology Measurement*. 63, 636-654.
- [15] S. H. Hong., M. H. Hwang., & E. S. Lee., 2005, "Latent Means Analysis of the Career-Barrier Scale for Korean female adolescents" , *Korean Journal of Educational Psychology* 19(4), 1159-1177.