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## Effects of Organizational and Interpersonal Relations on Job Satisfaction of Social Workers\*

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### Abstract

**Purpose** - In this study, the importance of interpersonal relations in the workplace as well as its correlation to satisfaction of social workers were investigated. In addition, effects of organizational culture as well as its implications for human resource management in social welfare workers were outlined.

**Research design, data, and methodology** - A questionnaire was conducted on job satisfaction measured by the Minnesota Job Satisfaction (MSQ) questionnaire. For reliability, the questionnaire was distributed and collected by the self - filling method. From the collected data, reliability analysis, validity analysis (exploratory factor analysis) and multiple regression analysis were used. Cronbach's alpha was used to measure the reliability of the measurement variables and validity analysis was conducted to see if the questionnaires had the same concept as well as SPSS 19.0.

**Results** - The results showed that group culture, hierarchical culture, and rational culture had significant positive effects on job satisfaction. Developmental culture had no effect on the job satisfaction levels.

**Conclusions** - It is important to maintain the hierarchy in order to improve the efficiency of social welfare organizations, but social welfare organizations must accept external opinions and actively listen to the opinions of the employees in the organization.

**Keywords:** Interpersonal Relations, Social Workers, Organizational Culture, Job Satisfaction.

**JEL Classifications:** M12, M14, I31.

### 1. Introduction

#### 1.1. Necessity of research and purpose of research

Competition among organizations is getting bigger in an era when the days are changing rapidly. To this end, all organizations are constantly striving to make new changes and survive in competition with other organizations. It is self-evident that the survival and development of an organization depends on the actions of its members. However, if a member works hard only for given work, organizational performance does not increase and organizational effectiveness is not raised. It is important for

the survival and development of the organization that the members who take the initiative even if it is not their own affairs, not even officially given, but to find out what they need to do themselves and what the organization needs. In the end, organizational effectiveness depends on the behavior of the members. In other words, in order to enhance organizational effectiveness, interpersonal relationship is also important as an in-role behavior as well as an in-role action of members (Jung & Lee, 2004).

However, there are not many domestic studies on interpersonal relationship yet, so it can be said that the research on interpersonal relationship in this paper has significant significance. In particular, the research on social workers is much smaller, so the research level is very low. Therefore, the significance of this study is more significant in order to overcome this problem.

On the other hand, managers as organizational leaders establish new vision and strategies for the survival and growth of the organization, and demand rapid changes of organizational members and organizational systems.

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However, even if an accurate and detailed action plan is established, the organization can not achieve the set goal if the organizational basis for implementing it is not firm.

In other words, in order to be an organization that can prevail in the competitive advantage, it is important that the management of the organization members is important, and it is important to seek ways to improve the ability of the organization members.

In terms of human resource management, firms need to find ways to increase the satisfaction of their employed members because the higher the satisfaction of the organization members, the higher the effectiveness of the organization. From a socio-cultural point of view, organizational culture is a comprehensive concept that includes values, beliefs, ideologies and customs, norms and traditions, and knowledge and skills that all members of an organization share. Fundamentally, culture is a fundamental element that affects the behavior of members and the organization as a whole, because it affects members' thoughts and behavior (Wang, 2014).

And there is interpersonal relationship with the attitude of organization members and related variables. Interpersonal Relationship is an inner and emotional human-to-human relationship that is formed and sustained naturally by nature and direct contact with each other. When armed with strong trust and loyalty to the goals and values of the organization as perceived by the members, the members work hard to achieve the goals of the organization and motivate the members of the organization to create value.

First of all, organizational commitment is a key variable affecting turnover intention, and is recognized as an important variable in corporate human resources management.

In this study, first, we examine the effect of organizational culture on job satisfaction and compare it with previous studies. Second, we investigate the effect of interpersonal relationship on job satisfaction. Finally, through empirical analysis, we suggest implications for human resource management in social welfare workers.

## 1.2. Composition and Research Method

The composition of this study consists of 5 chapters, and the contents of each chapters are as follows.

Section 1 presents the background and purpose of this study as an introductory part.

Chapter 2 deals with the theoretical background of research, and it is a theoretical review section that describes concepts, definitions, and components based on previous research in order to enhance understanding of organizational culture, interpersonal relationship, and job satisfaction.

Section III presents the model of research based on the theoretical background.

Based on the proposed research hypothesis, operational definition of measurement tools, questionnaire items of measurement tools, and data collection process for empirical

analysis were described for empirical research.

Section 4 presents empirical analysis of the research hypotheses set out in this study. Demographic characteristics of the sample, reliability and validity analysis, model evaluation, and hypothesis testing are presented through regression analysis.

Finally, Chapter 5 summarizes the results of the study as a conclusion, suggests implications and contribution points of the study, limitations of the research, and suggests future direction of the study.

In this study, literature review and empirical research methods were combined. In the literature study, first, a research model was presented based on literature studies on organizational culture and interpersonal relationship.

In the empirical study, a questionnaire was conducted to collect data and a random sampling method was used. In order to increase the reliability and validity of the measurement tools for the empirical research, first, the questionnaire was distributed and collected by the self-filling method. Based on the collected data, reliability analysis, validity analysis (exploratory factor analysis) and multiple regression analysis were used.

First, Cronbach's alpha was used to measure the reliability of the measurement variables. Then, the validity analysis was conducted to see if the questionnaires had the same concept. SPSS 19.0 was used for this analysis.

## 2. Theoretical Background

### 2.1. Organizational Culture

#### Concept of Organizational Culture

The term organizational culture first appeared in Pettigrew's on studying organizational culture in 1979 (Hofstede, Neuijen, Ohayv, & Sanders, 1990) in the ASQ (Administrative Science Quarterly) The study of organizational culture has been tried in earnest from the middle of the year (Jang & Moon, 2008). Culture is perceived as an important factor influencing the behavior of the members of society as a concept including values, beliefs, customs, and knowledge shared by members of society (Park, 2002).

Therefore, culture has been studied mainly in anthropology and sociology as a tool to analyze the structure and system of society traditionally. The concept of culture is applied to the space of business as the concept of organizational culture (Lee, 2000). In this sense, organizational culture is a collective meaning that includes corporate values, beliefs, customs, norm knowledge, and so on.

The first use of the concept of 'organizational culture' by Pettigrew (1979) defines the organizational culture as the source of the overall concept of organization as the accepted language, consciousness, ideology, belief, symbol, tradition, etc. In general, organizational culture is the total

sum of beliefs, beliefs, and values accepted within the organization, emphasizing emotional rather than rational, which does not change easily.

In addition, organizational culture can be interpreted as the concept of overall organizational atmosphere, but precisely organizational culture is the most basic value that affects the overall organizational behavior of the organization members, while maintaining organizational tradition and emphasizing physical growth (Kim, 2007).

Since the organizational culture is formed by influences from internal and external environmental factors, it can be seen that the values and culture of the organization formed over a long period of time are not easily changed and are maintained continuously. In addition, there are many factors that influence the behavior, beliefs, and values of organizational members, but there are few factors that influence organizational culture as much as they are in shaping organizational behavior and thinking (Park, 1997).

Pettigrew (1979) described "the overall concept of organization as a language, consciousness, ideology, tradition, etc. accepted for the operation of a particular organization." Deal and Kennedy (1982) Tacit guidance ". In addition, Schein (1985) described "organization and group as a fundamental element that sets the mindset, values, and behavior style of the organization as a basic element that adapts to the environment and applies in the integration process. Robbins (1989) This is a common characteristic that distinguishes between different organizations and their own organizations based on the shared recognition. "According to Gordon (1990), organizational culture is composed of "kindness, support, and risk, which is a formal structure and a system of shared values, beliefs and customs within an organization, interacting with various surroundings".

Brown (1995) called "the values and beliefs of the organization as an experience formed in the historical process of the organization".

This definition is summarized as follows. Organizational culture can be said to be a system of behavior patterns that are generally thought and felt by the members of the organization (Paek, 1988). It is difficult to express clearly organizational culture, It is the fundamental spirit of the enterprise.

## 2.2. Types of organizational culture

Organizations strive to achieve organizational goals with a unique culture for each organization. Although the types of organizational culture presented by scholars are very diverse, this study focused on the type of organizational culture of Quinn and McGrath (1985). The reason for this is that there are always tensions and contradictions because the various values are mixed in the organization, but the organization tries to integrate and coordinate these conflicting values to achieve the organization's performance.

In addition, the competitive value model studied by Quinn and McGrath (1985) expresses cultural characteristics that are common in most organizations, and has the advantage of being able to compare and evaluate organizations based on this. The core of the Competitive Value Model in this paper is that in order to become an effective organization, values such as change and stability, flexibility and control, innovation and efficiency must be balancedly developed. In other words, emphasizing only the flexibility to change the external environment, or emphasizing only the control for internal stability, it can not respond sensitively to the changes in the surroundings or can not effectively cope with changes in the surrounding environment (Shin, 2010).

It is the 'organization-oriented and external environment-oriented'. In the former, 'change' emphasizes the flexibility and flexibility of the organization, and 'stability' means control, order, and efficiency. In the case of 'internal organization', 'internal environmental orientation' focuses on the degree of adaptation to the external environment (Quinn & McGrath, 1985).

The first group culture in the above is a form emphasizing flexibility and internal orientation, which is related to the meaning of faith and commitment in relation to people. In other words, it focuses on the participation of the members in order to maintain the organization and focuses on the consciousness, sense of unity, and teamwork of 'we' by considering cooperation and respect for each other as important. (Quinn & McGrath, 1985; Crow & Hratman, 2002). In the collective culture, trust, bondness, cohesion, coexistence, supremacy, and human consideration are strong among members (Auslander, 1997). These characteristics make a deep commitment to organizational and organizational goals (Kim, 2002).

The second is the development culture. Development culture emphasizes flexibility and outward orientation, task and external status, and flexibility and individualism affect this (Quinn & McGrath, 1985; Cawiezell et al., 2005). In this type of culture, change is important, and it is aimed at achieving the organization's goal by maximizing the ability of the organization through cooperation of the organization members and actively responding to the external environment (Carnall, 2002). In other words, it is a culture that favors creative ideas, challenges, and flexible work processes (Kang, 2007).

The third is hierarchical culture. Hierarchical culture emphasizes control and internal orientation. In particular, the characteristics of the bureaucracy are outstanding because stability is given priority. It emphasizes the sustainability of the culture because it aims to maintain the organization for a long term, and focuses on maintaining the phenomenon rather than actively responding to changes in the surrounding environment. And most of all, it has strong characteristics such as accurate procedures and regulations, standardized work processes, and sequence awareness. Thus, it emphasizes the unity of the organization and has

characteristics such as formalization of the norm and bureaucracy (Quinn & McGrath, 1985).

The fourth is rational culture. Rational culture emphasizes control and outward orientation. The importance of achieving the goals of the organization is important, and systematic and efficient organization management is important (Quinn & McGrath, 1985). Therefore, it has the goal-oriented nature of organizing goals, achieving effective goals, and handling and evaluating performance-oriented tasks (Carnal, 2002).

In addition, Harrison (1972) classifies organizational culture as a power-oriented culture, a role-oriented culture, a work-oriented culture, and a human-oriented culture as the characteristics of the organizational culture depend on the ideological orientation of the organization. Ouchi (1981) presented three types of market culture, bureaucratic culture, and plan culture based on the way of dealing with trade in terms of transaction costs.

The results of this study are as follows. First, the results of the study are as follows. First, the results of the study are as follows. First, Coexistence culture, and process culture. Jones (1983) distinguishes three types of transaction costs among the members of the social group: productive culture, bureaucratic culture, and professional culture. Weiner (1988) classified organizational culture into four types: functional - traditional culture, functional - charismatic culture, superior - traditional culture, and superior - charismatic culture, based on two dimensions of focus and source of values.

## 2.2. Pre-study of organizational culture

The results of this study are summarized as follows. First, the research on culture type and the intensity of culture were conducted mainly (Bong, 2010). Research on culture types is a study that examines which culture types enhance and improve organizational performance. A study of cultural intensities explores how culture sustainability affects organizational performance (Kim, 2002). Organizational culture should be harmonized with surrounding environment and individual propensity. If not, organizational performance is degraded. This implies that one organizational culture can not be applied to all organizations, and that organizational culture must be created and equipped according to the situation of the organization (Wilkins & Ouchi, 1983).

If the organizational culture is consistent with the external environment surrounding the organization, the organizational culture provides a sense of unity to the organizational members, enhances the stability of the organization, and improves the performance of the organization by positively motivating the members of the organization (Smircich, 1983). The first reason is that the value of an organization shared among its members in an organization is because the organization recognizes itself as a common entity and gives the identity of the organization itself to the organization.

Second, the value of this shared organization helps members to communicate and foster collaboration among

themselves. Third, shared values and expectations affect the attitudes and behaviors of organizational members, making it easier to manage or integrate organizational members.

The second is that the organizational culture implicitly gives the organizational goals to the organizational members, so it presents the legitimacy and the tasks that the members should do (Kim, 2002).

The results of previous studies related to organizational culture are as follows. In the study of Park, Sang-eon (1995), organizational culture has positive effects on organizational effectiveness such as job satisfaction and organizational adaptability of members. In the study of Lee (2005), it was confirmed that consensus culture, rational culture, development culture influenced management performance and satisfaction positively among organizational culture types.

In the study of Park (1997), hierarchical culture refers to bureaucratic culture characterized by control, efficiency, and stability such as command, rule, and regulation among constituents of organizational culture type. Members in this culture are passive. In other words, by strengthening control, the motivation and enthusiasm of the members are weakened and the appeal to the job is reduced, so it has a great influence

## 2.3. Interpersonal Relationship

The ability to work with others effectively and harmoniously by understanding and accepting the feelings of a person's emotions (Gardner, 1993). This ability is an important competence for social workers who meet various types of needs and need to form a cooperative relationship with their peers (Lee & Kim, 2008). In recent years, the demand for services of social workers has been increasing, and the interpersonal abilities and communication skills of social workers have been emphasized to improve the quality of service (Bong, 2013). Therefore, social workers need to cultivate interpersonal skills in order to establish a good relationship between various subjects and service occupations as well as expertise and skilled skills

The results of this study are summarized as follows. First, it is found that social workers' interpersonal abilities are very important to provide high quality service to various people who meet at the workplace beyond the intimate relation formation and achievement of tasks (Lim & Park, 2013).

It is appropriate to cultivate interpersonal abilities to continuously strengthen sociality while realizing a way to form a pleasant human relationship with others.

## 2.4. Job Satisfaction

### 2.4.1. Concept of Job Satisfaction

Many research papers have been published since Hoppock (1935), the first research paper on job satisfaction, but its definition has not yet been generalized (Kim, 2005), because the concept and definition of job satisfaction The

reason for this is that scholars vary in their theories (Lee & Chung, 1988). However, since job satisfaction has a great effect on the employees' attitude and organizational behavior, it is necessary to have continuous interest (Baek, 1998). Job Satisfaction is an important job attitude that is closely related to key members' turnover, absenteeism, organizational commitment, organizational citizenship behavior, stress, and job performance (Kreiter & Kinicki, 2001).

According to Smith(1955), job satisfaction is defined as the sum of all the emotions experienced by an individual in relation to his job, and is an attitude resulting from the balance of emotions. In this study, we examined the effects of job satisfaction on job satisfaction and job satisfaction.

According to Locke (1976), job satisfaction is the degree of pleasantness or emotional state that can be gained by evaluating an individual's job evaluation or job experience. Ultimately, job satisfaction has a close relationship with job performance (Judge, Thoresen, Bono, & Patton, 2001), and the relationship between job satisfaction and organizational performance becomes more apparent as individuals move up to organizational level have. In addition, the results of this study are consistent with the findings of Schmidt and Hayes (1996) and Schmidt and Hayes (2002), who found that job satisfaction was more effective in achieving organizational performance than organization having members who did not feel job satisfaction.

According to Szilargyi and Wallance (1983), job satisfaction has a close relationship with individual attitudes, values, beliefs, and desires, and the degree of satisfaction of these factors has a great effect on work motivation, work motivation, and motivation. According to Quinn and Staines (1979), job satisfaction is the emotional tendency and attitude that is associated with job satisfaction such as job satisfaction, job expertise, discretion, and performance ability.

The Minnesota Satisfaction Questionnaire (MSQ) presented by Weiss, Dawis, England, and Loftquist (1967) is still used in academic research. As we have seen so far, job satisfaction is important because job satisfaction affects job performance. Second, when an individual is satisfied with his/her job, he/she becomes positive about changes in the external environment. Third, when job satisfaction is high, turnover and absenteeism are lowered, resulting in a positive effect on efficiency. Based on the above discussion, this study defines job satisfaction as "a positive emotional state with respect to one's job". And we use the constituents of Minnesota Job Satisfaction (MSQ) proposed by Weiss, Dawis, England, and Loftquist (1967) for empirical testing.

### 3. Research Design

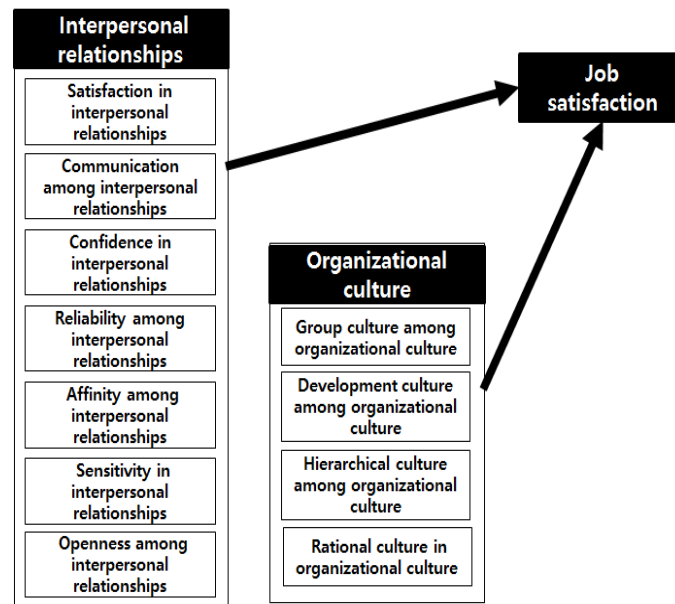
#### 3.1. Research Model

The research model refers to the analysis of phenomena, the identification of the key people related to the

phenomenon, and the expression of the correlation between factors in a more easy format. In other words, it is often used to select the most characteristic variables, to simplify and systematize them, to grasp the flow and to derive a hypothesis by schematizing the concept related to the phenomenon (Kim, 2011).

The purpose of this study is to construct a theoretical model to test the causal relationship between organizational culture, interpersonal relationship and job satisfaction. Therefore, based on the existing research, we try to verify the causal relationship between the external group, the life variable and the endogenous variable by setting the organizational culture and interpersonal relationship as the exogenous variables and job satisfaction as the endogenous variables.

In order to achieve this research goal, we propose a research model as shown in <Figure 1>.



<Figure 1> Research model

#### 3.2. Research hypothesis

The following research hypotheses can be established based on the above research contents.

**<Hypothesis 1>** Organizational culture will affect job satisfaction.

<Hypothesis 1-1> Group culture among organizational culture will have a positive effect on job satisfaction.

<Hypothesis 1-2> Development culture among organizational culture will have a positive effect on job satisfaction.

<Hypothesis 1-3> Hierarchical culture among organizational culture will have a positive effect on job satisfaction.

<Hypothesis 1-4. Rational culture in organizational culture

will have a positive effect on job satisfaction.

**<Hypothesis 2>** interpersonal relationships will affect job satisfaction.

<Hypothesis 2-1> Satisfaction in interpersonal relationships will have a positive effect on job satisfaction.

<Hypothesis 2-2> Communication among interpersonal relationships will have a positive effect on job satisfaction.

<Hypothesis 2-3> Confidence in interpersonal relationships will have a positive effect on job satisfaction.

<Hypothesis 2-4> Reliability among interpersonal relationships will have a positive effect on job satisfaction.

<Hypothesis 2-5> Affinity among interpersonal relationships will have a positive (+) effect on job satisfaction.

<Hypothesis 2-6> Sensitivity in interpersonal relationships will have a positive effect on job satisfaction.

<Hypothesis 2-7> Openness among interpersonal relationships will have a positive effect on job satisfaction.

### 3.3. Research Method

#### 3.3.1. Operational definition and measurement tools for organizational culture

In this study, the questionnaires used by Quinn & McGrath(1985) were modified for the purposes of this study. The organizational culture is divided into group culture, development culture, hierarchical culture, and rational culture considering the perception and reaction speed of surrounding environment. A total of 16 questions, consisting of 4 items for each culture type, is composed of Likert 5 points scale.

The definition of each organizational culture is as follows. First, collective culture means "a culture in which members voluntarily participate to maintain the organization, and the cooperation and respect of each other is important", "our company emphasizes affinity and participation", " 'We value mutual trust between our company and our company' and 'We value cooperation with our members'. The development culture is a culture that emphasizes organizational change and responds positively to the external environment and is a culture that achieves the goals of the organization. It is a culture that fosters creative ideas and challenging spirit. "Our company emphasizes creativity and innovation", 'Our company requires excellent insight for its members', 'Our company wants to solve problems positively when a problem occurs'. 'Our company wants to solve problems positively when a problem occurs,' and 'Our company always emphasizes a challenge to new things'.

Hierarchical culture means ' culture to maintain the status rather than responding to changes in the surrounding environment because it gives priority to the stability of the organization', 'our company places importance on stability and consistency', 'Emphasize', 'our company strictly adheres

to the rules and regulations stipulated in the performance of our business', 'Our company emphasizes the control and management of the whole department through a rigorous approval process'.

Rational culture emphasizes performance-oriented business processes as 'a culture in which the organization's business processes are systematic and the management of the business is the most important'. The questionnaire was based on the following criteria: 'We value productivity and efficiency'; 'We emphasize short-term planning and goal setting to achieve our goals'; 'We value employees based on performance,' Our company emphasizes the achievement of goals for its members'.

#### 3.3.2. Operational definition and measurement tools for interpersonal relationships

Interpersonal relationships are interpersonal and emotional human-to-human relationships that are formed naturally by human nature and by direct contact with each other and maintained constantly. In this study, the relationship change scale (RCS) developed by Schlein, Guerny, and Stover (1971) was translated into Korean by Moon Mun-mo (1980) This is a measure of interpersonal change. The sub-domains consist of seven domains: satisfaction, communication, intimacy, sensitivity, openness, comprehension, and trust.

#### 3.3.3. Operational definition and measurement tools for job satisfaction

To measure job satisfaction, the Minnesota Job Satisfaction (MSQ) questionnaire developed by Weiss, Dawis, England, and Loftquist (1967) was used. The questionnaire consisted of intrinsic and extrinsic factors. Intrinsic factors include autonomy in job performance, job security, and sense of achievement from job. Specifically, it consists of twelve factors such as ability utilization, achievement, activity, authority, creativity, independence, moral value, responsibility, stability, social service, social status, diversity. The external factor includes six sub-factors such as supervisor's management method and job ability, company's policy execution method, wage level, working conditions, promotion, praise and encouragement. Of the 20 questionnaires, 13 items were revised according to the purpose of this study and measured by Likert 5 point scale.

#### 3.3.4. Demography

The questionnaire was asked about the demographic characteristics of the sample population, including age, gender, marital status, final education, employment type, and tenure.

### 3.4. Analysis method

The main purpose of this study is to test the influence of

the organizational culture and interpersonal relationship on job analysis and the causal relationship. In this study, we conducted frequency analysis, reliability analysis, feasibility analysis, evaluation of structural model and hypothesis increase using IBM SPSS 22.0 and AMOS 22.0 to verify the research model and set hypotheses.

Confirmatory factor analysis was performed with the items removed (variable open 2, satisfaction 4, doctor 4, understanding 4, open 5 removed). <Table 2> shows the results of confirmatory factor analysis for all variables in this study.

## 4. Measurement and Analysis of Data

### 4.1. Demographic characteristics

In this study, males in the 30s (31.4%) and those in their forties (35.14%) occupied the largest percentage of males. Most of the subjects were married (68.6%). The final education level was 23 (9.4%) graduated from high school, 19 (7.8%) graduated from college, 157 (64.1%) graduated from university, and 46 (18.8%) Accounted for the highest percentage. In addition, the specific form of employment is 134 (54.7%) in full - time, and the highest rate is 5 to 10 years in tenure(<Table 1>).

In this study, the reliability of the measured variables and the confirmatory factor analysis were verified. First, as can be seen in <Table 2>, the Cronbach's  $\alpha$  value of the variables is 0.775 to 0.934, which is higher than the recommended level of 0.7, thus securing the reliability through internal consistency (Hair et al., 1998). The CR value (Composite Reliability) was found to be reliable because the minimum value was 0.786 and higher than the recommended level 0.7 (Fornell & Larcker, 1981). In order to improve the fitness, we repeatedly performed the process of eliminating the multiple correlation values (SMC value: 0.4 or less) one by one in the initial model (Song, 2015).

<Table 1> Demographic characteristics

	Division	Frequency	Ratio (%)
Age	20-29 years	33	13.5
	30-39 years	77	31.4
	40-49 years	86	35.1
	Over 50 years old	49	20.0
	Total	245	100
Sex	Man	128	52.2
	Woman	117	47.8
	Total	245	100
Marital Status	Single	77	31.4
	Married	168	68.6
	Total	245	100
Education	High school graduation	23	9.4
	College graduation (2 years)	19	7.8
	University graduation (4 years)	157	64.1
	Graduate school graduation	46	18.8
	Total	245	100
Employment type	Full-time	134	54.7
	Irregular work	91	37.1
	Etc.	20	8.2
	Total	245	100
Tenure	Less than 2 years	43	17.6
	2 ~ 5 years	57	23.3
	5 ~ 10 years	94	38.4
	More than 10 years	51	20.8
	Total	245	100

<Table 2> Confirmatory Factor Analysis of All Variables

Variables	Item	Non-standardization factor	S.E.	T Value	Standardization Coefficient	CR	AVE	Cronbach's $\alpha$
Group Culture	Group 1	1.000	-	-	0.826	0.926	0.758	0.934
	Group 2	1.266	0.067	19.033	0.937			
	Group 3	1.145	0.066	17.270	0.881			
	Group 4	1.161	0.066	17.642	0.893			
Developmental Culture	Development 1	1.000	-	-	0.662	0.876	0.706	0.837
	Development 3	1.229	0.129	9.505	0.723			
	Development 4	1.430	0.151	9.497	0.898			
Rank Culture	Hierarchy 1	1.000	-	-	0.851	0.927	0.761	0.940
	Hierarchy 2	1.025	0.054	19.136	0.902			
	Hierarchy 3	1.124	0.055	20.254	0.930			
	Hierarchy 4	1.051	0.056	18.673	0.890			
Rational Culture	Rational 1	1.000	-	-	0.652	0.786	0.585	0.775
	Rational 2	0.827	0.105	7.884	0.644			
	Rational 3	1.081	0.133	8.114	0.671			
	Rational 4	1.373	0.158	8.677	0.769			
Satisfaction	Satisfaction 1	1.000	-	-	0.950	0.938	0.838	0.872
	Satisfaction 2	0.711	0.046	15.454	0.732			
	Satisfaction 3	1.022	0.033	30.746	0.974			

Variables	Item	Non-standardization factor	S.E.	T Value	Standardization Coefficient	CR	AVE	Cronbach's $\alpha$		
Communication	intention 1	1.000	-	-	0.802	0.829	0.622	0.857		
	intention 2	0.861	0.089	9.659	0.623					
	intention 3	1.196	0.092	13.047	0.876					
Understanding	Understanding 1	1.000	-	-	0.757	0.854	0.662	0.832		
	Understanding 2	1.102	0.101	10.957	0.858					
	Understanding 3	0.884	0.088	10.094	0.697					
Trust	Trust 1	1.000	-	-	0.963	0.940	0.840	0.925		
	Trust 2	0.762	0.044	17.267	0.769					
	Trust 3	0.967	0.029	32.919	0.967					
Friendliness	Friendly 1	1.000	-	-	0.784	0.840	0.638	0.779		
	Friendly 2	0.827	0.093	8.930	0.654					
	Friendly 3	1.035	0.107	9.710	0.769					
Sensitivity	Sensitive 1	1.000	-	-	0.783	0.823	0.726	0.808		
	Sensitive 2	1.047	0.107	9.812	0.868					
Openness	Open 1	1.000	-	-	0.834	0.892	0.676	0.857		
	Open 2	0.837	0.082	10.199	0.654					
	Open 3	0.912	0.079	11.543	0.732					
	Open 4	0.872	0.074	11.733	0.743					
Job Satisfaction	Job 1	1.000	-	-	0.864	0.942	0.803	0.921		
	Job 2	1.065	0.057	18.538	0.880					
	Job 3	1.093	0.058	18.896	0.889					
	Job 4	0.924	0.057	16.283	0.818					
Fit Index		GFI=0.857, AGFI=0.826, NFI=0.877, IFI=969, CFI=968, RMSEA=0.035								

Note: In the measurement model3 the parameter estimate of the measurement variable is the first fixed value

<Table 3> Feasibility analysis result

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8	Factor 9	Factor 10	Factor 11	Factor 12
Group Culture	0.758											
Developmental Culture	0.125	0.706										
Rank Culture	0.483	0.231	0.761									
Rational Culture	0.089	0.105	0.139	0.585								
Satisfaction	0.290	0.163	0.281	0.192	0.838							
Communication	0.339	0.137	0.395	0.168	0.424	0.622						
Understanding	0.267	0.058	0.255	0.039	0.144	0.331	0.662					
Trust	0.311	0.215	0.352	0.155	0.403	0.391	0.228	0.840				
Friendliness	0.098	0.073	0.172	-0.070	0.257	0.391	0.070	0.188	0.638			
Sensitivity	0.344	0.128	0.293	0.087	0.418	0.487	0.262	0.370	0.391	0.726		
Openness	0.321	0.277	0.391	0.146	0.239	0.356	0.216	0.359	0.154	0.235	0.676	
Job satisfaction	0.548	0.207	0.584	0.270	0.569	0.644	0.386	0.528	0.328	0.556	0.482	0.803

Note: The darker diagonal is the AVE number.

As shown in <Table 3>, the largest correlation coefficient between latent variables is 0.644 (between communication and job satisfaction). The square of the correlation coefficient, i.e., the coefficient of determination, is 0.415 (0.644 x 0.644). Therefore, in this study, the discriminant validity was secured because the AVE value among the latent variables was greater than the decision coefficient of 0.415.

In addition, hypothesis tests were conducted according to the results of structural model analysis. In general, the structural model analysis shows that the t value for the rejection ratio (CR) divided by the standard error (SE) is  $\pm 1.96$ , which is significant at the significance level of 5% (Gu & Lee, 2017). The results of this study are shown in <Table 4>.



**<Table 4>** Verification result of hypothesis

Hypothesis	Estimate	S.E.	T value	P value	Result
Hypothesis 1-1: Group Culture → Job Satisfaction	0.146	0.045	3.238	0.001	Selection
Hypothesis 1-2: Development culture → Job satisfaction	-0.021	0.068	-0.312	0.755	Dismissal
Hypothesis 1-3: Hierarchical culture → Job satisfaction	0.147	0.04	3.667	***	Selection
Hypothesis 1-4: Rational Culture → Job Satisfaction	0.125	0.055	2.286	0.022	Selection
Hypothesis 2-1: Satisfaction → Job Satisfaction	0.171	0.041	4.161	***	Selection
Hypothesis 2-2: Communication → Job Satisfaction	0.203	0.064	3.195	0.001	Selection
Hypothesis 2-3: Understanding → Job Satisfaction	0.110	0.052	2.095	0.036	Selection
Hypothesis 2-4: Reliability → Job Satisfaction	0.083	0.038	2.157	0.031	Selection
Hypothesis 2-5: Intimacy → Job Satisfaction	0.064	0.061	1.055	0.291	Dismissal
Hypothesis 2-6: Sensitivity → Job Satisfaction	0.137	0.061	2.260	0.024	Selection
Hypothesis 2-7: Openness → Job Satisfaction	0.125	0.056	2.239	0.025	Selection

Note: Values marked with \*\*\* are path coefficients and are significant at significance ( $p < 0.05$ )

## 5. Conclusion

The purpose of this study is to investigate the relationship between organizational culture and interpersonal relationship on the job satisfaction of the social workers and examine the factors of the organizational culture and interpersonal relationship. The effects of similar factors on the job satisfaction of social worker were analyzed. The results of this study suggest the implications of human resource management for the social welfare workers.

The results of this study are summarized as follows. First, it was confirmed that group culture, hierarchical culture, and rational culture had significant positive effects on job satisfaction. In other words, among the variables of organizational culture, group culture, hierarchical culture, and rational culture showed positive (+) direction to job satisfaction, and as the organizational culture increased, job satisfaction increased. It is necessary to emphasize and maintain the hierarchy in order to improve the efficiency of social welfare organizations. In addition, social culture welfare workers increased their job satisfaction because they preferred sharing and sharing related tasks. The higher the rational culture, which means performance - oriented and competitive culture, the higher the job satisfaction of the workers.

Second, developmental culture did not affect job satisfaction. As a result of the structure of social welfare organizations, the establishment and implementation of organizational policies are generally the support organizations of welfare organizations. The opinions of the government and support organizations will be relatively larger than the welfare organizations themselves. For this reason, voluntary organizational culture development of social workers is limited. And social welfare workers did not get good jobs. Social welfare organizations must accept external opinions and actively listen and accept the opinions of employees in the organization. For example, before the enforcement of the

related policy, the survey was conducted on the related workers and it was decided to evaluate the policy.

Third, interpersonal factors were very important in social workers in order to provide high quality service to the various people who met at the workplace. It is an inner and emotional human-to-human relationship that is forged and sustained naturally when they are in direct contact with each other. When there is a strong sense of trust and loyalty among the members, it was seen to increase the workers' motivations to work harder in the organization and create value. Thus, it is important to cultivate interpersonal relations within the organization to continuously strengthen social environments where they are able to form pleasant human relationships with each other.

The purpose of this study was to investigate the organizational culture and interpersonal relationship of the social workers recognized by the social workers, and to examine the organizational culture and interpersonal relationships appropriate for those who are engaged in social welfare, And to suggest high suggestions. However, the study on the effect of organizational culture and interpersonal relationship on job satisfaction is limited in the following research.

First, there is a limit to the sample survey through questionnaire survey method. There is a possibility that there is an error depending on the attitude of the respondents who responded to the questionnaire. Therefore, in future research, it is necessary to diversify the questionnaire structure and to use various methods using multiple interviews to supplement this.

Second, in this study, the effects of organizational culture and interpersonal relationship on job satisfaction were identified. In the future, it is necessary to conduct not only the organizational culture and interpersonal factors but also the psychological and social factors of social welfare workers.

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