

Effects of Work Environment and Resilience on Job Satisfaction and Organisational commitment of Social Workers in Juvenile Reformatory Schools

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Abstract

With a consistent increase of juvenile criminal recidivism, restorative justice tends to emerge as a new paradigm in juvenile justice reform for preventing juvenile criminal recidivism and improving juvenile delinquency treatment. Restorative justice emphasises re-socialisation at the community, shifting from existing facility-centered, public-centered juvenile justice to local community centered, public-private cooperated rehabilitation to juvenile offenders. Thus, it is needed to change the function of juvenile reformatory schools and to assign appropriate profession. In Korea, social workers have newly assigned to juvenile reformatory school with introduction of restorative justice to Juvenile in 2010. This study aims to analyse the characteristics of the work environment and resilience of social workers in juvenile reformatory schools and to identify influencing factors on their job satisfaction and organisational commitment. For this purpose, data were collected by a survey with all 72 social workers at juvenile reformatory schools nationwide, and for the analysis, hierarchical regression was applied. As a result of the analysis, as for work environment factor, organisational work environment had significant effects on job satisfaction and organisational commitment of social workers but role work environment did not have any significant impacts on them. As for resilience, the more resilient of social workers, the higher job satisfaction and organisational commitment. Based on the findings of study, suggestions are discussed for organisational environment and policy implications in order to improve job satisfaction and organisational performance of social worker in the correctional area.

Keywords: Juvenile Reformatory Schools, Job Satisfaction, Organisational Commitment, Resilience, Social Worker, Work Environment

1. Introduction

As juvenile delinquency consistently has increased recently in Korea, the recidivism of juvenile offenders particularly tends to increase. The recidivism rate of juvenile offenders was below 10% of the entire juvenile criminals in the 1970s, but it exceeded 20% in the 1990s and it is increasing more than 30% in the 2010s¹. As it

showed that three out of ten of juvenile offenders commit a crime again, it is seriously social problem in Korea.

Thus, restorative justice was introduced to Juvenile Act amended in 2007 to prevent juvenile recidivism and improve treatment of juvenile delinquency in Korea. Restorative justice a concept advocated mainly by Western countries, which is a form of coping with crimes through the active participation of those involved in crime such

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as victims, offenders and local community members in the process of solving cases and parties may be reunited. In Korea, the Juvenile Act newly included provision on the recommendation of reconciliation based on the concept of restorative justice, aiming at the intervention in victims' demands, prevention of second offenses through the reintegration of criminals into community, offenders' acceptance of responsibility, the reconstruction community, the saving of judicial costs to the excess of the judicial mechanism, and the avoidance of procedure delay².

With the introduction of restorative justice in South Korea, juvenile reformatory schools have begun to employ social workers since 2010 to comply to necessity of correctional welfare services to prevent the juvenile' recidivism, and currently 72 social workers have been assigned to all ten juvenile reformatory schools nationwide in Korea.

Furthermore, in 2013, the social settlement support department was newly established in all juvenile reformatory schools, and social workers have assigned with priority to the jobs. It is provided that social workers should take charge of social settlement support jobs of juvenile offenders such as analysis of broken families for the prevention of juvenile reformatory students' recidivism and their stable social settlement, total solutions for the recovery of family relationships, mentoring and linking to local community resources.

Despite the efforts of diversion and introduction of restorative justice of juvenile justice, it is criticized that recidivism rate of juvenile offenders is still high level in Korea. Therefore, it is noted that it is the problem of organisation management and professional job implementation at juvenile reformatory schools than that of the new justice system itself in order to apply restorative justice effectively³.

Because there are no clear roles or duties of social workers at juvenile reformatory schools, it is pointed out that social workers are not assigned appropriating work until now so that social sometimes have experienced role ambiguity and roles conflict. Moreover, the overload of jobs, manpower shortage and the absence of teamwork among various experts in juvenile reformatory schools decrease their job satisfaction or organisational commitment, which consequently, may decrease the quality of correctional services or job performances. In addition, there is no consideration of emotional burnout

social workers experience in correctional tasks by the characteristics of juvenile reformatory schools where employees are working in a closed space⁴.

However, as far we know, no studies have studied job satisfaction and organisational commitment social works in juvenile reformatory schools. Accordingly, to improve effectiveness of the newly introduced restorative justice, it is time to look into the roles of social workers assigned to the actual juvenile reformatory schools and the influencing factors on organisational performance.

This study aims to identify the effects of work environment and resilience of social workers at juvenile reformatory schools on their job satisfaction and organisational commitment. Finally, suggestions are discussed for implementing policy in order to improve job satisfaction and organisational performance of social worker in the correctional area.

2. Theoretical Background

2.1 Restorative Justice

Recently, new paradigms such as diversion extension and the introduction of balanced and restorative justice tend to emerge in juvenile justice. Diversion may be translated as 'bypass' or 'conversion,' but in the criminal law area, it is sometimes used as a concept of minimising criminal sanctions like substituting treatment in the facility with that in society³. In other words, diversion is a system of reducing the stigma effect of juvenile delinquency and returning the offenders to the society at an early stage.

Restorative justice, as a condition of diversion, is a concept advocated mainly by western countries. Which is a form of coping crimes through the active participation of those who involved in crime, such as victims, offenders and local community members in the process of solving cases so that the loss of the victims or community may be restored².

Since 1999, Juvenile Justice of the Ministry of Justice and the Office of Juvenile Justice and Delinquency Prevention in the U.S. suggested a concept of 'balanced and restorative justice,' which is an integrated model to further develop the supervision of the local community regarding juvenile offenders based on a balanced access plan and restorative justice⁵.

In South Korea, as juvenile delinquency was raised as a serious issue, when the juvenile act was revised in 2007, a reconciliation recommendation system was newly

established and restorative justice' was introduced. The reconciliation recommendation system acknowledges conflicts between the parties concerned at the level of the court, so it is difficult to say that it is an introduction of overall restorative justice, but it can be said that a practical foundation of restorative justice has been prepared.

Recently, with the paradigm shifts such as diversion enlargement and restorative justice introduction, the Ministry of Justice expands the employment of experts relating to correction careers, such as social workers, educators and psychologists who would perform these jobs at juvenile reformatory schools. Thus, social workers at juvenile reformatory schools began to be employed since 2010. Accordingly, it is noted that, in the process of juvenile criminal treatment, the role of correctional social workers is increasingly important in order to prevent juvenile recidivism and to reintegrate into community than before.

2.2 Social Workers in Juvenile Reformatory Schools

Juvenile reformatory schools in Korea are the state agencies that accommodate and make a correctional education for juvenile offenders over 14 and under 19 forwarded from juvenile classification offices, juveniles over 10 and under 19, who ran aslant the law, acting in conflict with the penalty statutes and juveniles over 10 and under 19 liable to committing a crime in the future, who may act in conflict with the penalty statutes in the future, in light of their nature or environment.

But The Ministry of Justice revised the Juvenile Reformatory Act in 1988 for scientific and more systematic correctional education and the maximisation of correctional welfare and shifted juvenile reformatories as a school system since the existing juvenile reformatories could not effectively respond to juvenile delinquency just with the accommodation of them in the facilities, and currently, there are 10 juvenile reformatory schools in operation nationwide.

Social workers at juvenile reformatory schools are correctional social workers, who are defined as social welfare professionals who intervene in the rehabilitation of offenders and the prevention of crimes at the current correctional facilities (prisons, junior correctional institutions and juvenile reformatories) supervised by the Ministry of Justice, as one of the areas of social welfare.

Recently, according to the expansion of diversion and the paradigm shift like the introduction of balanced and restorative justice, the Ministry of Justice expands the employment of experts in careers such as social workers and psychologists who would perform this job at juvenile reformatory schools. Among these, social workers at juvenile reformatory schools began to be employed since 2010, assigned to juvenile reformatory schools nationwide, and provide various social welfare services to intervene in crime prevention and recidivism prevention for juvenile reformatory students and inmates.

For the success of new restorative justice as a juvenile justice system, the professionalism of the institutions and personnel in charge is an essential element. In restorative justice, the most appropriate professional manpower may include social workers, social educators, and psychologists; but, of them, it is insisted that social workers suit best in terms of rehabilitation in the local community. Therefore, an interest in the social workers at juvenile reformatory schools, which have a short history of introduction and a systematic study are necessary.

Therefore, this study aims to look at the relationship between job environment and resilience of social workers in juvenile reformatory schools and to find their influences on their job satisfaction and organisational commitment. This research also aims to find the ways to increase social worker's job satisfaction level and improve their organisational commitment at juvenile reformatory schools.

3. Methodology

3.1 Measures

To appraise the variables of the model, scales have been chosen on mainly two criteria. First, we have selected well known existing scales. Secondly, we opted for the short existing scale in order to for the questionnaire to be as short as possible.

3.1.1 Job Satisfaction

Job satisfaction is defined as the degree of employee's preference of workplace the employee belongs to and evaluation on employee's expectation toward the workplace and well-being of employee defined by Agho⁶ and Depedri⁷. Job satisfaction was measured using five

items by Steers⁸. The scale is consisted of 14 questions at five levels of job itself, colleague, pay, superior and promotion. The scale ranged from 1 (very unsatisfied) to 5 (very satisfied) and Cronbach's Alpha of the variable was .907.

3.1.2 Organisational Commitment

Organisational commitment is defined as the relationship and the degree of association between an organisation and its members. Organisational commitment was measured using three items Meyer and Allen⁹ including attachment to the objectives and values of organisation, a will to be devoted to the organisation and a will to not leave as its members. The scale is consists of 24 questions with three sub-factors of emotion, norm and durability. The scale ranged from 1 (very not commitment) to 5 (very commitment) that and Cronbach's Alpha was .888.

3.1.3 Work Environment

Work environment is defined as a whole of conditions or situations in an organisation, which directly or indirectly affect the performance of the duties of social workers and is composed of two variables: organisational work environment and role environment. First, organisational work environment was measured using four items composing of operational structure, individual autonomy, compensation level and supervisor care of an organisation developed by Campbell¹⁰. The scale is consisted of 16 questions. The scale ranged from 1 (totally disagree) to 5 (totally agree) and Cronbach's Alpha value is .767. Also, role work environment was measured using three items developed by Rizzo House¹¹ and the scale by Song¹². The scale is composed of role ambiguity, role conflict and redundant roles. This study reconstructed for this purpose of study, using 10 questions. The scale 1 (totally disagree) to 5 (totally agree) and Cronbach's Alpha value is .854.

3.1.4 Resilience

This study operationally defines resilience of social workers at juvenile reformatory schools as a dynamic developmental process of overcoming stress and becoming mentally mature¹³. In addition, resilience was measured using seven items including emotional regulation ability, impulse control ability, optimism, causal analysis, empathic ability, self-efficacy and active conductivity¹⁴.

For resilience scale, the study uses the questionnaire which modified 56 questions in the Resilience Quotient Test (RQT) by Reivich and Shatte¹⁴ into 42 questions by Hong¹⁵. The scale ranged from 1 (very not resilient) to 5 (very resilient) Cronbach's Alpha value is .735.

3.2 Sample and Analysis

This study was conducted from a nationwide survey of juvenile reformatory schools in South Korea. For data collection, study objects and purpose were explained to ministry of justice and their cooperation was requested. Questionnaires were mailed to social workers at juvenile reformatory schools with self-administered questionnaires. Data were collected from all of 10 juvenile reformatory schools nationwide on March 2014. In total, 72 social workers were contacted and all were returned.

Social workers were asked to fill out the survey and to return it in prepaid envelop. The survey was designed to gather information about job-related attitude and behaviour as well as perception of organisational climate in the organisation.

For the analysis, hierarchical regression was applied to the effects of job environment and resilience on job satisfaction and organisation commitment using SPSS 18.0.

4. Findings

4.1 Characteristics of Respondents

Characteristics of social workers in juvenile reformatory schools are shown in Table 1. First of all, the majority of respondents were male (75.0%). The educational level of respondents was mainly over four-year university graduates (90.3%). The age of respondent social workers was mainly in their 30s (56.9%), followed by those in their 40s (26.4%), and there were relatively fewer 20s and 50s or over.

The respondents with career at social welfare a little did not reach a half level, 40.3% of the whole. Current job career in juvenile reformatory schools less than three years was 65.3% of the whole respondents, so it turned out their career in juvenile reformatory schools was relatively short. Regarding positions, the ratio of 8th grade or lower level of job public officials was 82.0% of the total while 5th grade or higher level was only 2.3%.

Table 1. Characteristics of respondents

Variables		Frequency	%
Gender	Male	54	75.0
	Female	18	25.0
Education	College	7	9.7
	Bachelor	55	76.4
	Master or higher	10	13.9
Age	20s	7	9.7
	30s	41	56.9
	40s	19	26.4
	50s or older	5	6.9
Career in Social welfare	Yes	29	40.3
	No	43	59.7
Career in current job	Less 3 years	47	65.3
	3 to less 5	7	9.7
	5 to less 10	10	13.9
	10 years more	8	11.1
Job position level	5th grade or more	2	2.8
	6th	3	4.2
	7th	8	11.1
	8th	21	29.2
	9th	38	52.8
Variables		Mean	S.D
Income (10\$)		251.3	82.3

4.2 Descriptive Statistics of Research Variables

Table 2 showed the means, standards deviation and Cronbach's Alpha of dependent variables and independent variables. Job satisfaction of social workers in juvenile reformatory school was 3.17 ± 0.76 points and that of organisational commitment was 3.14 ± 0.54 points. They perceived averagely 3.18 ± 0.48 points on work environment, whereas they perceived highly 3.47 ± 0.40 points on resilience presents among main variables.

Table 2. Descriptive statistics of main variables

Variables	Mean	S.D	Cronbach α
Job satisfaction	3.17	0.76	.907
Organisational commitment	3.14	0.54	.888
Work environment	3.18	0.48	.810
Resilience	3.47	0.40	.789

4.3 Influencing Factors on Job Satisfaction and Organizational Commitment

Table 3 presents results of a hierarchical multiple regression. Using hierarchical regression, we try to test our hypothesis; that is, whether work environment and

resilience of social workers are as a significant predictor for job satisfaction and organisational commitment.

First of all, as for job satisfaction, Model 1 illustrates that work environment and demographic variables account for almost 39.3% of the variance in social workers' satisfaction of their job ($p < .001$). As for work environment, organisational work environment and role work environment both made significant contributions to the prediction. However, only income of demographic variables made significant contributions to the prediction. Model 2 the resilience variable was added to Model 1. The resilience variable significantly improved the prediction of job satisfaction, explaining as additional 4% variance on job satisfaction ($p < .001$). Also, as for work environment variable, only organisational work environment had effect on job satisfaction, whereas role work environment had no impact on job satisfaction.

Next, as for organisational commitment, Model 1 illustrates that organisational work environment and demographic variables account for almost 16.5% of the variance in social workers' satisfaction of their job ($p < .1$). However, only organisational work environment made significant contributions to the prediction. Model 2 the resilience variable was added to Model 1. The resilience variable significantly improved the prediction of job satisfaction ($p < .1$).

This result is consistent with the previous literature that social workers are driven by organisational and role working environment and personal resilience on job attitude and performance, similarly in the correctional field^{4,15}.

5. Conclusion and Implications

As the juvenile delinquency and the recidivism rate of juvenile offenders increase, new approaches are important to prevent juvenile delinquency and recidivism of juvenile offenders particularly. This study aims to analyse the role clarity and work environment of juvenile reformatory school social workers as human resource management tools in reinforcing effective correction welfare service by introducing the paradigm of restorative justice and diversion.

To prevent juvenile reformatory students' recidivism and increase political effectiveness of stable social settlement in local community, according to restorative justice, it is necessary to perceive the importance of the

Table 3. Influencing factors on job satisfaction and organisational commitment

Variables	Job Satisfaction				Organisational Commitment			
	Model 1		Model 2		Model 1		Model 2	
	β	<i>t</i>	β	<i>t</i>	β	<i>t</i>	β	<i>t</i>
gender	.024	.229	.013	.132	0.11	0.94	0.11	0.88
age	.107	.900	.053	.449	0.31	2.25*	0.28	1.97*
social welfare career	-.090	-.864	-.111	-1.088	0.10	0.85	0.09	0.74
current job career	-.212	-1.575	-.186	-1.418	-0.09	-0.60	-0.08	-0.49
income	.263	2.03*	.207	1.622	-0.09	-0.57	-0.12	-0.78
Job position level	.003	.021	-.016	-.108	-0.04	-0.23	-0.05	-0.29
Organisational work environment	.423	3.85***	.391	3.64**	0.21	1.80†	0.19	1.74†
role	.192	1.68*	.123	1.077	0.07	0.49	0.02	0.17
work environment resilience			.246	2.20*			0.15	1.68†
(Constant)	-5.413		-6.257		-3.524		-4.044	
R2	.393		.437		.165		.182	
adjusted R2	.270		.044		.055		.017	
F		5.091***				5.339***		

p<.1, *p<.05, **p<.01, ***p<.001

roles of social workers in juvenile reformatory schools. Specially, it is required organisational and policy implications or the successful performance of correctional services as follows:

First of all, it is necessary to clarify the roles of the social workers in charge of correctional services and secure their professionalism through job durability to improve the effectiveness of restorative justice. For this purpose, related regulations should be maintained for the roles of social workers at juvenile reformatory schools and the reinforcement of professional competencies, and it is necessary to produce and disseminate a standard job manual of them. Restorative justice requires an effort from social workers in the correctional area to exhibit their professionalism in that it emphasises re-socialisation in the local community from existing facility-centered and state-centered rehabilitation program to a local community-centered juvenile justice system of public-private cooperation.

Second, it turned out that the organisational environments such as frequent moving of social workers at juvenile reformatory schools, conflicts between expertise areas and a lack of a compensation system had significant effects on their job performance, so it is required to improve the work environment. Especially, juvenile reformatory schools consist of a variety of

professional manpower, such as teachers, vocational training teachers, counselors and social workers, so it is necessary to establish a cooperative system among individual professionals like client-centered integrated case management.

Thirdly, by characteristics of the enclosed space and interpersonal service of the correctional field, it was proven that there would be great impacts of individual emotional competencies like resilience of the correctional service employees on job performance. Thus, to strengthen emotional competencies of social workers at juvenile reformatory schools, a program on the promotion of their resilience should be developed and operated, and it is necessary to expand various educational opportunities to reinforce their competence and professionalism and to prepare a plan for the establishment of a supervision system for the prevention of their job burnout.

Lastly, to lower and prevent juvenile criminal recidivism, it is essential to establish a cooperative system among families, schools, youth-related organisations, civic organisations and social welfare agencies centered in entire community. For this purpose, in addition to government-wide efforts, at the private sector and local community level, multilateral policy, institutional support and commitment for juvenile reformatory students would be necessary.

These result showed that work environment characteristics and personal capacities can play significant factors in improving job satisfaction and organisational commitment in juvenile reformatory schools. Eventually, the implication is that policy makers should reconsider measures to support social workers' personal capacities such as resilience as well as work environment to deliver effective correction welfare services for preventing the recidivism of offenders in juvenile reformatory schools.

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