

Structural Relationship between Personal Image, Organization Communication, Organization Effectiveness and Psychological Capital of Office Employees

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Abstract

This study was executed to identify the structural relationship between personal image, organization communication, organization effectiveness, and psychological capital targeting "520" office employees who are working in public offices, public enterprises, and private companies in D metropolitan city. First, there was significant positive correlation between the sub-domains of organization effectiveness, personal image, psychological capital, and organization communication. Second, study results showed that personal image affects psychological capital, organization communication significantly affects psychological capital and organization effectiveness, and psychological capital affects organization effectiveness.

Keywords: Component, Office Worker, Organization Communication, Organization Effectiveness, Personal Image, Psychological Capital

1. Introduction

Office employees need much effort to secure and maintain their performances in intense competition. This is also shown in the organization and individuals that try to obtain specific objectives.

First, organization effectiveness is one of the efforts at the organizational level indicating the degree level in obtaining organization's objectives¹, and it is a combined concept with the objectives of organization members and organization². Also, the organization effectiveness can review internal corporate activities to obtain corporate objectives by measuring organizational effectiveness, and it can compare not only the performances between official organizations but it also provide corporate activities and administrative guidelines to obtain corporate objectives by comparing with other companies³.

Typical measurement variables of organizational efficiency are job satisfaction and organizational

involvement. Job satisfaction is positive emotional states of the employees about their jobs and their favorable attitudes⁴; and organizational involvement is defined as the relative degree of how much of identification the individuals have in the organization⁵. Similarly, organization effectiveness is organization's ability to adapt to circumstances and achieve objectives, and it has different performances according to the internal and external abilities.

On the one hand, future scholar, Jim Dator mentioned that 'Dream Society' will come when the engine of main force of world economy is moving from 'information' to 'image'⁶. This means that we are already living at the time of image, where the symbolic values and images play an important role beyond the commodity, service, and information. Personal image is a different concept with self-image, but it is the whole objective and subjective evaluation about oneself or other people⁷; this plays an important role driving to their success as a member of

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the society. However, even though researches are being progressed about corporate image, organization image, and tourism image along with the country image in various image studies, the researches on personal image are mostly being progressed focusing on the self-image. Additionally, due to the reasons like organization's structure, functions, and types, which become complicated along with the development in various industries, the importance of organization communication becomes greater; this can be referred to as the interaction between organization members.

Communication in organization is a basic procedure in organization activities⁸, and it is the most important factor to maintain and develop the organization⁹.

In addition, communication strengthens the understanding about common objectives of the organization and integration between organization members, which gives deterministic and wide effects on objective achievement¹⁰. However, miscommunications increase dissatisfaction between organization members, and consequently, business related uncooperative attitudes could be an impending factor in achieving organization objectives¹¹. In other words, the degree of organization communication is related to emotions and emotional states of individual members, and the satisfaction of organization members positively affects job satisfaction¹². Therefore, the organizational involvement¹³ and the influence of organization communication is crucial for the objective achievement.

There is another assertion that the changes in organization environment requires new paradigm in organization communication, where all of the organization members become the subjects of communication and members' positive emotion and emotional communication should be harmonized¹⁴.

Psychological capital is currently receiving positive attention in its concept that human being is a new paradigm in human resources development. This is a super ordinate concept, integrating 4 individual abilities of hope, optimism, self-efficacy, and resiliency, and it is a diverse and complicated positive psychological state of individuals¹⁵. This psychological capital not only improves the performances through progressive thoughts and actions, using their own positive psychological strength about their given environment¹⁶, but it is also identified as a help factor to group performances¹⁷. As it is related to organization members' attitudes and behaviors, it also directly and indirectly influences on job satisfaction or

job involvement¹⁸. Studies about the relationship between psychological capital and job satisfaction or job involvement¹⁹ couldn't draw elaborative results, which could be applied to diversified organization, even though related studies are currently increasing. The domestic studies about personal image are limited to specific occupational clusters such as nurses, CEOs, teachers, and broadcasters, but there is lack of researches targeting on ordinary office employees. In spite of the research that personnel management positively affects performance appraisal and job satisfaction, there are insignificant studies which deal with comprehensive relationship between personal image, organization communication, psychological capital, and organization effectiveness.

Therefore, this study was executed to identify the structural relationship between personal image, organization communication, organization effectiveness, and psychological capital targeting office employees. It also provides basic data for policies which are necessary for efficient objective achievement by improving the job satisfaction and job involvement, as well as human resources development strategies suitable for image and communication management.

2. Methods

2.1 Research Model

Even though there is no directly related study about the relationship between personal image and psychological capital, self-esteem and self-efficacy which are lower factors showed significant relationship to appearance management behavior²⁰. There is a correlation that self-efficacy increase as the appearance satisfaction increases²¹. In addition, there are study results reporting that the appearance management could be a social success factor along with the improvement of self-esteem²².

There are study results suggesting that organization communication gives significantly positive influences to organization effectiveness²³, and psychological capital also has statistically significant relation with organization effectiveness²⁴. On the other hand, study result was drawn concluding that communication levels give direct and indirect influences to innovative thoughts, job satisfaction, organizational involvement, and furthermore to organization job performances²⁵.

Based on these preceding studies, research model was established as shown in Figure 1.

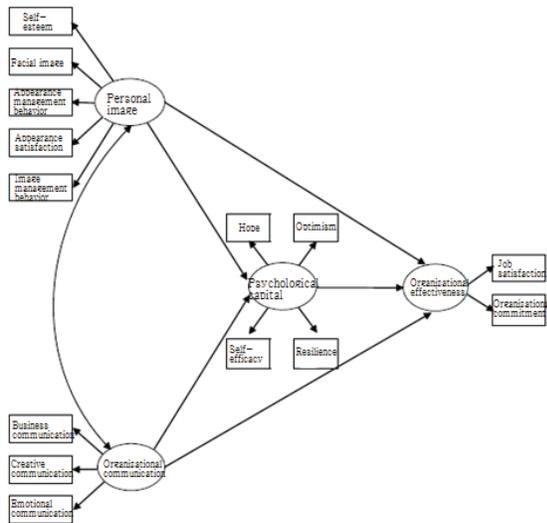


Figure 1. Research model.

2.2 Subjects and Data Collection

Considering research convenience, purposive sampling was executed targeting “520” office employees who are working in public offices, public enterprises, and companies in D metropolitan City. The personal characteristics of study subjects were as follows. Regarding the gender of the subjects, male subjects occupied 50.8% and female subjects occupied 49.2%. Ages in the 30’s occupied a largest percentage. Regarding education level, 49.8% completed university, 22.5% completed graduate school, 16.5% completed college, and 11.2% completed lower than high school education.

Data were collected using questionnaires. After explaining the purpose of this study to office workers, who were working in public offices, public enterprises, and companies in D metropolitan city, they cooperated with the survey research and answered the questionnaires which were then collected by the researcher. Data collection was executed for one month from July 1st to July 31st.

2.3 Research Tools

2.3.1 Personal Image

Personal image scale was composed of 42 questions about self-esteem, facial image, appearance management behavior, appearance satisfaction, and image management behavior.

Ten questions about self-esteem were asked using Rogenberg’s scales²⁶, which are adapted by Jeon²⁷ and

used by Song²⁸. Fourteen questions about facial image were asked using the scales developed by Song²⁸, based on Kim’s scale²⁹. Appearance management behaviors were asked with the scale modified and complemented by Baik³⁰, based on the existing preceding studies^{31,32}.

Regarding appearance satisfaction, 6 questions used by Park³³ among Kim’s survey items³⁴ and 5 questions about image management behavior developed by Ryu³⁵ based on existing preceding studies^{36,37} were used.

Each question had 5 point Likert scale from 1 point indicating “strongly disagree” to 5 point indicating “strongly agree”. Reliability of Cronbach’s α values was “0.824” in self-esteem, “0.904” in facial image, “0.853” in appearance management, “0.913” in appearance satisfaction, and “0.766” in image management.

2.3.2 Organization Communication

Regarding the scale of organization communication, 9 questions about organization communication and 5 questions related to communication in organization culture questionnaires, which was developed by Samsung Economic Research Institute¹⁴, were combined and used in this study.

The scales were composed of 3 questions about business communication, 3 questions about creative communication, and 4 questions about emotional communication. Each questions had Likert scale from 1 point indicating “strongly disagree” to 5 point indicating “strongly agree”. Reliability showed Cronbach’s α = “0.721” in business communication, “0.692” in creative communication, and “0.818” in emotional communication.

2.3.3 Organizational Effectiveness

Scale for organization effectiveness was composed of 9 questions about job satisfaction and 8 questions about organizational involvement. Scale for job satisfaction was taken from Kim³⁸, Son and Jeon³⁹, and Kim⁴⁰, which was subsequently modified by Na⁴¹ based on Cook and Wall’s questions⁴²; and the modified questions of Warr and Routledge⁴³ were partly modified and complemented by Han⁴⁴.

Regarding organizational involvement level scales, 8 questions related to emotional involvement, which were used by Jeong⁴⁵, were selected and used among 24 questions used by Allen and Meyer⁴⁶. All organization effectiveness questions were composed of Likert scales from 1 point indicating “strongly disagree” to 5 point

indicating “strongly agree”. Job satisfaction reliability showed Cronbach’s $\alpha = “0.868”$, and organizational involvement reliability showed Cronbach’s $\alpha = “0.899”$.

2.3.4 Psychological Capital

Regarding the positive Psychological Capital Questionnaires (PCQ) of Luthans et al.⁴⁷, 24 questions from the studies of Lee and Choi⁴⁸ and Park⁴⁹ were used.

Scale was composed of 4 sub-domains including hope, optimism, self-efficacy, and resilience, and each question had Likert scales from 1 point indicating “strongly disagree” to 5 point indicating “strongly agree”. Regarding the reliability of each domain, hope reliability showed Cronbach’s $\alpha = “0.803”$, optimism reliability showed “0.606”, self-efficacy reliability showed “0.810”, and resilience reliability showed “0.715”.

2.4 Data Analysis

Data were analyzed by using SPSS PC+ Win. 21.0 and Amos 21.0. For the statistical analysis, descriptive statistics, reliability analysis, correlation analysis, mean comparison analysis, and structural equation modeling were applied.

3. Results

3.1 Correlation Analysis and Descriptive Statistics

Study results with Person correlation analysis are shown in Table 1, to identify the correlation between variables. There were significant positive correlation between all sub-domains of organization effectiveness, personal image, psychological capital, and organization communication.

3.2 Verification of Modified Model

Research model test results showed suitability index, χ^2 value of “631.880” ($df = 71$), TLI value of “0.836”, CFI value of “0.872”, and RMSEA value of “0.123”. Because all of the values were not satisfactory, part of model was modified by using modification indices.

Model modified results showed goodness of fit index, where χ^2 value was “259.085” ($df = 64$), TLI index was “0.937”, CFI index was “0.956”, and RMSEA index was “0.077”. Every goodness of fit index was identified to be considerably improved compared to research model. Therefore, this study selected modified model as the final

study model. The test results about modified model and path coefficients are presented in Figure 2 and Table 3. Test results of each path are as follows.

Personal image of office workers gave statistically significant effects on psychological capital ($\beta = 0.566$, $p < 0.001$), and organization communication gave significant effects on psychological capital ($\beta = 0.288$, $p < 0.001$) and organization effectiveness ($\beta = 0.693$, $p < 0.001$). Psychological capital significantly affected organization effectiveness ($\beta = 0.311$, $p < 0.001$). Different from research model, personal image didn’t significantly affect organization effectiveness.

4. Discussion and Conclusion

First, there was significant positive correlation in all sub-domains between organization effectiveness, personal image, psychological capital and organization communication. Appearance satisfaction which is a lower factor showed high correlation with self-efficacy⁵⁰. Along with the study of De Ridder⁵¹ that organizational involvement level increases as organization communication level is higher, study of Roberts et al.⁵² that there is a significant positive correlation between communication and organization communication could be identified as the same context. Additionally, communication in the organization showed statistically significant correlation with job satisfaction⁵². This shows the same trend in study result that there is a positive correlation with organizational involvement.

Second, personal image significantly affected psychological capital. Based on the study result of MacGillivray et al.²² that external image factors like satisfaction and appearance management and behavior affect the self-esteem and self-efficacy, it can be identified that organization members recognize the importance of their image when executing their roles and their psychological capital of hope, optimism, self-efficacy and resilience could vary according to the level of confidence about their external expression which is recognized by themselves and other people.

Third, organization communication significantly affected psychological capital and organization effectiveness. This is interpreted as the communication in the organization is smooth, level of hope, optimism, resilience and self-efficacy are increasing, and job satisfaction and organizational involvement level are also increasing. This is also identified that organization communication

Table 1. Correlation analysis

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	1													
2	0.561**	1												
3	0.192**	0.623**	1											
4	0.398**	0.590**	0.511**	1										
5	0.301**	0.573**	0.619**	0.394**	1									
6	0.340**	0.352**	0.191**	0.110*	0.269**	1								
7	0.308**	0.298**	0.139**	0.160**	0.209**	0.689**	1							
8	0.502**	0.500**	0.184**	0.103*	0.277**	0.477**	0.380**	1						
9	0.452**	0.487**	0.231**	0.362**	0.305**	0.348**	0.394**	0.579**	1					
10	0.510**	0.496**	0.249**	0.373**	0.326**	0.560**	0.515**	0.636**	0.649**	1				
11	0.472**	0.502**	0.272**	0.243**	0.397**	0.501**	0.383**	0.670**	0.635**	0.704**	1			
12	0.222**	0.297**	0.198**	0.119**	0.184**	0.665**	0.486**	0.367**	0.270**	0.413**	0.408**	1		
13	0.207**	0.322**	0.209**	0.357**	0.146**	0.507**	0.513**	0.189**	0.347**	0.432**	0.258**	0.577**	1	
14	0.197**	0.280**	0.162**	0.115**	0.183**	0.665**	0.553**	0.293**	0.227**	0.393**	0.360**	0.707**	0.644**	1

1. Self-esteem, 2. Facial image, 3. Appearance management behavior, 4. Appearance satisfaction, 5. Image management behavior, 6. Job satisfaction, 7. Organizational commitment, 8. Hope, 9. Optimism, 10. Self-efficacy, 11. Resilience, 12. Business communication, 13. Creative communication and 14. Emotional communication. *P<0.05, **P<0.01

Table 2. Adaptability test results of research model and modified model

	χ^2	df	TLI	CFI	RMSEA
Research model	631.880	71	0.836	0.872	0.123
Modified model	259.085	64	0.937	0.956	0.077

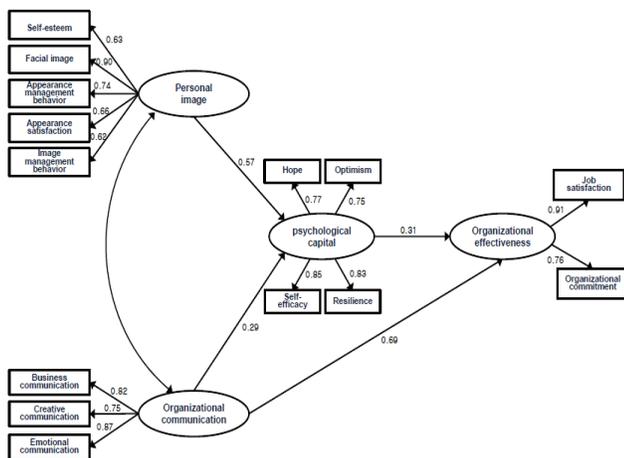


Figure 2. Modified model.

affected psychological capital. And, there are researches using lower factors of psychological capital as result variables. First of all, communication ability has positive

significant relation with self-efficacy⁵³ and nonverbal communication of their boss gives significant and positive effects on the organization members⁵⁴. Based on these studies, organization communication can be interpreted to affect psychological capital of individuals.

Fourth, psychological capital is identified to significantly affect organization effectiveness and therefore, organization effectiveness could be considered to increase as psychological capital level increases. These results agree with preceding study results⁵⁵ that positive psychological capital of organization members significantly affects job satisfaction and also partially agrees with the result that confidence, hope, resilience in psychological capital of hotel employees have causal relationship with job satisfaction⁵⁶. It can be interpreted that organization members positive psychological abilities of hope, optimism, self-efficacy and resilience improve not only their working attitudes but also their job satisfaction and organizational involvement and contribute to obtain organization's objectives effectively.

Based on these results, suggestions for future studies are as follows. First, this study divided and measured 5 sub-domains of self-management, facial image, appearance management, appearance satisfaction and image management by combining various researchers scales about

Table 3. Path of modified model

Path between variables			β	S.E.	t
Personal image	Psychological capital	0.489	0.566	0.046	10.571***
Organization communication	Organization effectiveness	0.591	0.693	0.036	16.263***
	Psychological capital	0.177	0.288	0.025	7.121***
Psychological capital	Organization effectiveness	0.432	0.311	0.054	8.043***

*** $P < 0.001$

personal image. However, there are problems these sub-domains don't have appropriate scales to measure personal image. Therefore, future studies are required to develop the scales to measure personal image.

Second, improvement of organization effectiveness might be different because of various factors like organization types, number of employees and company locations. This study can be considered to be limited in partial areas to improve organization effectiveness. Accordingly, follow-up studies are expected to improve organization effectiveness.

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