The Impact of Peer Colleague Support on Social Workers' Collective Psychological Ownership: The Moderating Effect of Organizational Culture

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Abstract: *Using the data of the China Social Work Longitudinal Study (CSWLS), this paper explores the relationship between peer colleague support and collective psychological ownership of social workers. It examines the moderating role of organizational culture between the two. The study found that social workers' peer colleague support has a significant positive impact on collective psychological ownership, and organizational culture has a significant positive effect on collective psychological ownership; The interaction analysis results show that organizational culture positively regulates the positive impact of peer colleague support on collective psychological ownership. It is suggested that Chinese social work institutions should promote the improvement of collective psychological ownership from three perspectives: promoting the culture of mutual assistance, paying attention to the culture of identity, and easing the culture of competition.*

Keywords: *Social Work; Peer colleague support; Organizational Culture; Collective Psychological Ownership*

1. Introduction

The social work industry in China has developed rapidly under the government's active promotion. With the rapid development, the high turnover rate has also become a problem. One of the important reasons is that social work institutions sometimes ignore the deep-seated diversified needs to create an excellent collective cultural atmosphere. Meeting this demand will encourage talents in the social work industry to strengthen their recognition of institutions from the psychological level, help them integrate into the work of institutions, and examine and examine the development of institutions with a sense of "ownership", which is called collective psychological ownership. The development of CPO plays a positive role in the construction of China's social work industry. Based on this, from the perspective of colleagues' support and organizational culture, this paper profoundly analyzes the influence mechanism of CPO in social work institutions to provide a practical reference for improving the collective ownership of social workers.

2. Journals Review

2.1. Collective Psychological Ownership

CPO is a new concept proposed by Pierce(2010) based on psychological ownership, defined as the common feeling held by group members. Su and Ng (2018) developed a two-factor structure of CPO, which is composed of general factors (shared possessiveness) and specific factors (shared decision-making, shared endurance), and they will stay in the organization even in difficult times. Employees with a high level of CPO are more willing to participate in collective activities and are more inclined to share difficulties with colleagues. Currently, the research on the CPO of social workers mainly focuses on two aspects. First is the impact of psychological factors on social workers. Su (2021) found that CPO surpassed other social psychological resources and negatively correlated with social workers' work slack. Second is the impact of social workers' behavioural factors. Ng and Su (2018)found that the working resources of social workers were positively correlated with CPO. Sufficient work resources encourage employees to participate actively and take risks for the organization, gain a stronger sense of pride and achievement, and thus enhance CPO.

2.2. Peer Colleague Support and Collective Psychological Ownership

Among the individual or collectivist values and interdependent factors, employees with a high degree of CPO are more willing to have a shared intimate relationship with specific targets, and the coordination and activities of members are increasingly dependent on other members of the collective. Peng Jian (2021) pointed out when studying the impact of peer colleague support on employees' well-being that when employees perceive high-intensity peer colleague support, they can get sharing and assistance from colleagues. At the same time, they can make employees feel their weight and status in the eyes of colleagues in an emergency. In this case, the workload mechanism will be suppressed, and the organizational self-esteem mechanism will be strengthened.

2.3. The Moderating Effect of Organizational Culture

Organizational culture refers to the value belief, behaviour logic and meaning system jointly held by all members of the collective (Daniel,2014). Collective members will not only gather because of their identification with the organizational culture but also have better performance because of the promotion of the organizational culture (He Xuesong,2021). Therefore, organizational culture can enhance employees' commitment to the organization, thereby strengthening the sense of collective ownership. On the contrary, if they can't adapt to the organizational culture, they will choose to leave. Some studies have found that the colleague relations shown in different institutional cultures are also different (Li Liang,2021). The more perfect the informal system is, the easier it is to produce the colleague relationship of mutual trust and support. The more imperfect the informal system is, the weaker the colleague relationship will be. Therefore, peer colleague support can positively and significantly affect organizational culture, which also shows that organizational culture can enhance the impact of peer colleague support on CPO.

3. Methodology

3.1. Data Sources

The data of this paper comes from the China Social Work Longitudinal Study (CSWLS), a large-scale continuous sampling survey and research project with the theme of the development of the social work industry initiated by the East China University of science and technology. CSWLS samples are from 56 cities across the country. After selecting independent, dependent, adjustment, control, and replacement variables in the database, excluding abnormal values and missing values, a total of 4975 samples were obtained.

3.2. Selection of Variable

3.2.1. Dependent Variable

The dependent variable is CPO (Y). Select the G2 part in CSWLS, Su, X& Ng, S.M. (2018) CPO scale adopts a 4-point scoring standard. Reflect on the extent to which agency members feel that they own the team together with agency members. In this study, Cronbach's alpha coefficient of the scale is 0.84, which has good reliability.

3.2.2. Independent Variable

The independent variable is colleague support (X). Select the I1 part of CSWLS, House et al. (1978) social support scale, and the measurement scale adopts the 5-point scoring standard. This paper selects peer colleagues to reflect the degree of mutual support among colleagues in the organization. The Cronbach's alpha coefficient of this scale is 0.91, and the reliability is good.

3.2.3. Moderating Variable

The Moderating variable is organizational culture (Z). Select the G1 part of CSWLS, Karasek et al. (1998) work autonomy and organizational culture scale, and select the item of organizational culture. The measurement scale adopts the 5-point scoring standard. Reflect the cultural level of the organization members and organizations. In this study, Cronbach's alpha coefficient of the scale is 0.87, which has good reliability.

3.2.4. Control Variable

According to previous research experience, this study takes gender (X1), age (X2), marital status (X3), health status (X4), education level (X5), working time (X6) and salary (X7) as control variables. The assignment of the dependent variable, independent variable, regulating variable and control variable is as follows.

Table 1: Statistical table of variable assignment and description

Variable Type	Variables	Variable Assignment	Quantity	Proportion	Mean	Standard Deviation
Dependent Variable	CPO	Sum of items	4975	100%	15.36	4.393
Independent Variable	Peer colleague support	Sum of items	4975	100%	25.01	4.895
Moderating Variable	Organizational Culture	Sum of items	4975	100%	11.67	1.889
Control Variables	Gender	1=man 0=woman	1040 3935	20.9% 79.1%	1.79	0.407
	Age	1=under 20 2=21-30 3=31-40 4=41-50 5=51-60 6=over 60	35 3152 1253 415 97 23	0.7% 63.4% 25.2% 8.3% 1.9% 0.5%	2.49	0.777
	Marriage	1= unmarried 2= married	2667 2298	53.8% 46.2%	1.46	0.499
	Health	1= Very good 2= Good 3= General 4= Poor 5= Very poor	1938 2063 948 21 5	39.0% 41.5% 19.1% 0.4% 0.1%	1.81	0.756
	Educational Attainment	1= Junior secondary or below 2= Senior secondary 3= Associate degree 4= Bachelor's degree 5= Master or above	45 347 1440 2785 358	0.9% 7.0% 28.9% 56.0% 7.2%	3.62	0.758
	Length of time working	1=Less than 1 year 2=1-3 years 3=3-5 years 4=5-8 years 5=8-15 years 6=15-20 years 7=More than 20 years	671 1956 1055 785 429 73 6	13.5% 39.3% 21.2% 15.8% 8.6% 1.5% 0.1%	2.716	1.228
	Wages	1= Below 2000 yuan 2=2001-4000 yuan 3=4001-6000 yuan 4=6001-8000 yuan 5=8001-10000 yuan 6= More than 10000 yuan	415 3084 1185 221 58 12	8.3% 62.0% 23.8% 4.4% 1.2% 0.2%	2.29	0.748

3.3. Model Building

This paper successively establishes multiple linear regression models (1) - (4) To test the influence of peer colleague support on social workers' CPO and the moderating effect of organizational culture. First, establish the basic model, including each control variable (1). Then, based on model (1), the independent variable colleague support is added to form a model (2) to test the impact of colleague support on CPO. Finally, in model (2), the multiplicative terms of organizational culture, colleague support and organizational culture are added to form model (3) and model (4), respectively, to test the moderating effect of organizational culture. Where b0 is the constant term and h is the regression residual.

$$Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\beta_5X_5+\beta_6X_6+\beta_7X_7+\eta \qquad (1)$$

$$Y=\beta_0+\beta X+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\beta_5X_5+\beta_6X_6+\beta_7X_7+\eta \qquad (2)$$

$$Y=\beta_0+\beta X+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\beta_5X_5+\beta_6X_6+\beta_7X_7+\beta_8Z+\eta \qquad (3)$$

$$Y=\beta_0+\beta X+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\beta_5X_5+\beta_6X_6+\beta_7X_7+\beta_8Z+\beta_9XZ+\eta \qquad (4)$$

4. Empirical analysis

4.1. Descriptive statistics

Table 1 shows that the physiological characteristics of the social work workforce show a trend of youth and feminization. The ages are concentrated in the 21-30 years old, and women account for 79.1% of social workers. Personal characteristics are developing towards high academic qualifications and high vitality. College graduates account for 56%, and 80.5% of social workers are in good health. The characteristics of work are short working time and low income. Most social workers have worked for 1 to 3 years, and their wages are concentrated at 2000 to 4000 yuan.

4.2. Regression analysis

Using Stata software, the hierarchical regression method was used to test the impact of peer colleague support on CPO and the moderating effect of organizational culture. To prevent multicollinearity of independent variables when interactive terms are added to the regression equation, the data of colleagues' support and organizational culture variables are centralized. The regression results are shown in Table 2. The average value of VIF of each variable is less than 2, indicating that the multicollinearity between variables is within the acceptable range.

Table 2: Hierarchical regression results

Collective Psychological Ownership				
	Model 1	Model 2	Model 3	Model 4
Gender	1.091**	1.156**	0.966**	0.970**
Age	0.554**	0.498**	0.274**	0.269**
Marital status	0.221	0.179	0.087	0.088
Health condition	-0.521**	-0.399**	-0.154*	-0.161*
Education	0.089	0.158	0.072	0.076
Working time	0.200**	0.276**	0.251**	0.252**
Wages	0.256**	0.325**	0.139	0.143
Peer colleague support		0.181**	0.080**	0.087**
Organizational culture			1.078**	1.086**
Interactive item				0.021**
R^2	0.042	0.081	0.278	0.280
F	31.38**	54.357**	211.937**	192.927**
ΔR^2		0.081	0.197	0.002
ΔF		54.357**	1354.090**	16.054**
VIF	<2			

Model 1 discusses the impact of gender, age, marital status, health status, education level, working time and salary on CPO. It can be found that women have higher CPO, and age, working time and pay are significantly positively correlated with CPO, while health status is significantly negatively associated with CPO. The higher the age, the longer the working time, the richer the salary, The better the physical condition, the more social workers can feel that they own the team together with agency members. Model 2 adds peer colleague support to model 1 to consider its impact on CPO. The statistical results show that the stronger the support of colleagues, the higher the CPO of social workers, which passed the significance test at p=0.001. In terms of control variables, working time, age and gender still have a significant impact on CPO. Model 3 adds organizational culture variables to model 2 to consider its impact on the CPO of social workers. The statistical results show that the higher the level of organizational culture, the stronger the CPO of social workers, and passed the significance test at p=0.01. In terms of control variables, after adding organizational culture variables, age, gender and working time still have a significant impact on CPO, the impact of health status has weakened, and the effect of wages is no longer significant.

4.3. Robustness check

Colleague support reflects the satisfaction of colleagues (Fan Yanping,2014), so take the N3D option in CSWLS (I will be satisfied with the close cooperation with colleagues at work) as an independent variable to replace colleague support to verify the robustness of the model. The measurement scale in this item adopts the 7-point scoring standard. The higher the score, the higher the satisfaction of colleagues. The results show that after replacing the independent variable, colleague support, the influence of colleague satisfaction on CPO is also significantly positive. The results are consistent with the model results in which colleague support is an independent variable. Still, there are differences in the significance of some coefficients, and they passed the significance test on p=0.01, indicating that the model results are stable.

4.4. Mechanism test

Centralize the support of colleagues and organizational culture, and then interactively analyze the moderating effect of organizational culture. It can be seen from model 4 that the interaction between peer colleague support and organizational culture shows a significant difference ($\beta 9=0.021$, $p<0.01$). When model 3 to model 4 changes, the F value changes significantly ($p<0.01$), which indicates that among the effects of peer colleague support on CPO, the influence range of organizational culture at different levels has significant differences, which can be seen through the following simple slope analysis.

Table 3:The moderating effect of organizational culture on the relationship between peer colleague support and collective psychological ownership

	Regression coefficient	Standard error	T	P
average	0.087	0.012	7.519	0.000
+1SD	0.127	0.016	7.761	0.000
-1SD	0.047	0.014	3.371	0.001

Referring to Cohen(2003)'s practice, take the average colleague support and organizational culture plus or minus a standard deviation into the regression model. It can be seen from Table 3 that when the organizational culture is high, there is a strong positive correlation between peer colleague support and CPO; When the level of organizational culture is low, the positive correlation between peer colleague support and CPO is weak. Organizational culture plays a significant positive moderating effect between peer colleague support and CPO.

5. Conclusions

5.1. Research Conclusions

This study discusses the influencing factors of social workers' CPO from the perspective of colleagues' support, as well as the regulatory role of organizational culture between the two, which provides an adequate theoretical basis for the promotion of social workers' CPO. It has some practical enlightenment for the development of the current social work industry. The study found that : (1) Social workers' peer colleague support has a significant positive impact on CPO. Social workers' interpersonal relationships within the collective are closely related to the formation of their psychological ownership. As a kind of social capital, interpersonal relationship is used to establish informal relationships of mutual support and trust between colleagues. The more support and help among colleagues, the more stable the colleague relationship will be, and then the collective sense of honour will be enhanced. (2) Organizational culture has a significant positive impact on CPO. Organizational culture is crucial for promoting qualitative change in the social work industry. It is not only a technology to promote the improvement of production level but also a principle to regulate organizational behaviour. The higher the level of organizational culture, the stronger the CPO. (3) Social workers' organizational culture positively regulates the positive impact of peer colleague support on CPO. Based on social identity theory, a highly matched organizational culture can promote communication between social workers and colleagues, strengthen cooperation, and improve employees' sense of collective belonging. Group identity supports social workers' positive evaluation and positive emotion towards the collective, which is conducive to the emergence of CPO.

5.2. Countermeasures and suggestions

Based on the above research, organizational culture can be used as an effective tool for social workers to enhance CPO. What kind of organizational culture should Chinese social work institutions create to promote the improvement of CPO? This paper has the following thoughts:

First, carry forward the culture of mutual assistance. Given the work attributes of the social work industry, social workers are often labelled with high empathy needs, small work permissions, heavy workload, conflicting roles, complex tasks, and secondary trauma exposure. If these difficulties are not handled properly, social workers will bring work emotions into the work scene and then damage the development of CPO. Therefore, social work institutions should pay attention to creating a culture of mutual organizational assistance, establish a good communication atmosphere and regular communication mechanism, provide reliable support between colleagues, and give pertinent suggestions to employees to eliminate the negative emotions that occur outside the institution, to enhance the CPO.

Second, pay attention to identity culture. Currently, social workers in China show low specialization, weak stability and a lack of professional self-esteem. These trends will reduce the professional identity of social workers, which is bound to affect the development of the social work industry. Social workers' professional identity is a process of professional identity based on the interaction of personal identity and professional identity in practice. Therefore, the cultivation of social work identity culture should, on the one hand, improve unique quality and strengthen professional ability based on personal identity. On the other hand, consolidate career construction and enhance the career system based on professional identity.

Third, ease the competition culture. China's social work institutions are deeply affected by the institutional environment. The organizational culture of institutions is primarily influenced by the institutional environment in which the government purchases services. An organization's internal development and external environment are two-way interactive, and an organization's development strategy will change due to the influence of the domain. In the process of government purchasing services, competitive pressure has prompted social work institutions to focus on some projects while ignoring the improvement of service quality, which has virtually reshaped the organizational culture of social work. Competition culture is not conducive to the formation of harmonious relations within and among social work organizations but also affects the emergence of CPO. Therefore, from the perspective of the long-term development of the social work industry, government purchase of services should not simply focus on the number of projects but should be linked with professionalization, which helps social workers identify with organizational culture and form CPO.

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