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| RGC Ref. No.: <u>UGC/FDS11/H04/18</u> (please insert ref. above) |
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**RESEARCH GRANTS COUNCIL
COMPETITIVE RESEARCH FUNDING SCHEMES FOR
THE LOCAL SELF-FINANCING DEGREE SECTOR**

FACULTY DEVELOPMENT SCHEME (FDS)

Completion Report

(for completed projects only)

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| <p><u>Submission Deadlines:</u></p> <ol style="list-style-type: none"> 1. Auditor's report with unspent balance, if any: within six months of the approved project completion date. 2. Completion report: within 12 months of the approved project completion date. |
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Part A: The Project and Investigator(s)

1. Project Title

Social worker turnover and organizational career management in social work organizations
of Mainland China

2. Investigator(s) and Academic Department(s) / Unit(s) Involved

| Research Team | Name / Post | Unit / Department / Institution |
|------------------------|---|--|
| Principal Investigator | Dr. MO Yuen-han / Assistant Professor | The Felizberta Lo Padilla Tong School of Social Sciences / Caritas Institute of Higher Education |
| Co-Investigator(s) | Prof. TSUI Ming-sum / Dean | The Felizberta Lo Padilla Tong School of Social Sciences / Caritas Institute of Higher Education |
| Co-Investigator | Dr. WONG Shui-wai / Assistant Professor | The Felizberta Lo Padilla Tong School of Social Sciences / Caritas Institute of Higher Education |

3. Project Duration

| | Original | Revised | Date of RGC / Institution Approval <i>(must be quoted)</i> |
|---|------------|---------|--|
| Project Start Date | 01/01/2019 | N/A | N/A |
| Project Completion Date | 31/12/2020 | N/A | N/A |
| Duration <i>(in month)</i> | 24 | N/A | N/A |
| Deadline for Submission of Completion Report | 31/12/2021 | N/A | N/A |

Part B: The Final Report

5. Project Objectives

5.1 Objectives as per original application

1. To investigate what kind of organizational career management practice is currently being provided and the frequencies of different OCM practices in social work organizations.
2. To give insights to Chinese social work managers on how to choose which practice to incorporate into their management system, to discover what works and what is missing in the current management practices.
3. To explore how organizational career management can be theorized further as to how it can be extended or adapted for the social work context in Mainland China.

5.2 Revised objectives

Date of approval from the RGC: N/A

Reasons for the change:

- 1.
- 2.
3. ..

5.3 Realisation of the objectives

(Maximum 1 page; please state how and to what extent the project objectives have been achieved; give reasons for under-achievements and outline attempts to overcome problems, if any)

Objective 1: To investigate what kind of organizational career management practice is currently being provided and the frequencies of different OCM practices in social work organizations.

Realization: Through quantitative survey and qualitative interviews, the findings revealed that two major categories of OCM practices included “career development, support and training” and “career ladder and promotion” were perceived as important OCM items among social workers. In addition, the relationship between career self-management behaviors of Chinese social workers and the OCM practices in social work organizations was identified. A list of OCM practices that is specific to career management in social work setting in China was discovered.

Objective 2. To give insights to Chinese social work managers on how to choose which practice to incorporate into their management system, to discover what works and what is missing in the current management practices.

Realization: The findings of OCM clusters of practices helped social work managers develop a systemic OCM system for the social workers. The use of regression analysis and structural equation modelling revealed that perception of importance of OCM practices were associated with attention on career paths among social workers and influenced their behavior in developing and pursuing their own personal development plans within organizations. This suggested that social work organizations in China could systematically categorize their OCM practices and review them periodically.

In addition, the strengthening of OCM system represented organizational support to social workers. The use of regression analysis revealed that perceived organizational career support significantly predicted job satisfaction. Moreover, organizational career support mediated the relationship between career motivation and job satisfaction of Chinese social workers. The results gave insights to social work organizations on the ways to enhance social workers’ motivation through offering opportunities for them to develop social relationships with team members, supervisors and clients, as well as offering them ways to achieve job success.

Objective 3. To explore how organizational career management can be theorized further as to how it can be extended or adapted for the social work context in Mainland China.

Realization: Organizational career management could be theorized in two ways. First, the original Baruch and Peiperl’s OCM list was modified. A new Chinese version named “perceived salient organizational career management (OCM) practices scale” was developed. Second, the favorable conditions relating to the implementation of OCM practices were discovered through qualitative interview. Participants identified the characteristics of effective measures that were particularly related to the implementation of OCM practices included (1) Suitability: whether the practices were suitable for social workers’ needs for personal growth; (2) Timeliness: whether the practices were provided in a timely manner; (3) Practicability: whether the practices were practical and useful for social workers’ daily practices; and (4) Professional enhancement: whether the practices developed a culture of professional enhancement. The findings further enriched the OCM theoretical framework of adding favorable conditions that facilitated implementation of the OCM system.

5.4 Summary of objectives addressed to date

| Objectives <i>(as per 5.1/5.2 above)</i> | Addressed <i>(please tick)</i> | Percentage Achieved <i>(please estimate)</i> |
|--|--|--|
| 1. To investigate what kind of organizational career management practice is currently being provided and the frequencies of different OCM practices in social work organizations. | ✓ | 100% |
| 2. To give insights to Chinese social work managers on how to choose which practice to incorporate into their management system, to discover what works and what is missing in the current management practices. | ✓ | 100% |
| 3. To explore how organizational career management can be theorized further as to how it can be extended or adapted for the social work context in Mainland China. | ✓ | 100% |

6. Research Outcome

6.1 Major findings and research outcome

(Maximum 1 page; please make reference to Part C where necessary)

Research outcome:

1. Provide theoretical insights and further understanding of the cluster of OCM practices in Chinese social work setting.
2. Develop a “perceived salient organizational career management (OCM) practices scale” that assessed the perceived importance of OCM practices and the perceived quality of OCM practices in Chinese social work setting.
3. Discover the relationship between organizational career support and Chinese social workers’ job satisfaction.
4. Discover the mediating role of organizational career support in the relationship between Chinese social workers’ career motivation and job satisfaction.
5. Discover the relationship between achievement motivation, career self-management behaviors, and the perceived importance of organizational career management.
6. Discover the effects of positive organizational process of social work organizations on professional self-care and well-being of social workers.
7. Discover the predictors of turnover intention of social workers.
8. Discover the favorable conditions relating to the implementation of OCM practices.
9. Discover the current challenges in social work education which caused the lack of practice competencies of social work students after graduation.
10. Provide insights to Chinese social work managers on how to redesign and restructure their OCM system, reorganize the OCM practices, and to incorporate OCM system to existing management system.
11. Provide ideas for future research on organizational support measures and social worker’s self-care management measures.

6.2 Potential for further development of the research and the proposed course of action

(Maximum half a page)

The findings of this study indicated that most organizations provided career activities such as supervision, career counselling, training, team building activities, performance appraisal and internal posting etc. These activities had negative correlation with social workers' turnover intention. Some activities were more popular than the others because they were directly related to the career goals of social workers. The top five most frequently used or participated organizational career management practices included team building activities, formal training, team approach appraisal, career counselling by direct supervisor and line manager. These findings aroused the curiosity of PI to further explore how organizational career activities and organizational support would enhance the capabilities of social workers in career self-management. The interplay among career goals, career self-management behaviors and organizational career management practices would bring further practical ideas for social work managers when they designed organizational career management practices. In addition, the relationship between organization career management practices and professional self-care of social workers could be further explored in future study.

7. Layman's Summary

(Describe in layman's language the nature, significance and value of the research project, in no more than 200 words)

The research study of “social worker turnover and organizational career management in social work organizations of Mainland China” used mixed-method research design whereby both survey and interview data were analyzed within the study. The study discovered that organizational career management practices (OCM) clustered into two major categories namely “career development, support and training” and “career ladder and promotion”. Accordingly, a “perceived salient organizational career management (OCM) practices scale” was developed which was applicable to Chinese social work setting. Several statistical relationships were discovered: a) the relationship between organizational career support and workers’ job satisfaction; b) the relationship between achievement motivation, career self-management behaviors, and the perceived importance of OCM; c) the predictors of turnover intention of social workers; and d) the mediating role of organizational career support in the relationship between workers’ career motivation and job satisfaction. In addition, through in-depth interviews, social workers revealed that the positive organizational process of social work organizations brought benefits to their professional self-care and well-being. Moreover, they highlighted the favorable conditions relating to the implementation of OCM practices. Overall, the study provided insights to organizations on how to redesign and restructure their OCM system and to incorporate OCM system to existing management system. (200 words)

Part C: Research Output**8. Peer-Reviewed Journal Publication(s) Arising Directly From This Research Project**

(Please attach a copy of the publication and/or the letter of acceptance if not yet submitted in the previous progress report(s). All listed publications must acknowledge RGC's funding support by quoting the specific grant reference.)

| The Latest Status of Publications | | | | Author(s) (denote the corresponding author with an asterisk*) | Title and Journal / Book (with the volume, pages and other necessary publishing details specified) | Submitted to RGC (indicate the year ending of the relevant progress report) | Attached to this Report (Yes or No) | Acknowledged the Support of RGC (Yes or No) | Accessible from the Institutional Repository (Yes or No) |
|-----------------------------------|--|--------------|---------------------------------|--|--|--|--|--|---|
| Year of Publication | Year of Acceptance (For paper accepted but not yet published) | Under Review | Under Preparation (optional) | | | | | | |
| Published 2021 | | | | *Kitty Yuen-han Mo & Hannah Wai Ming Ho | Predictors of Job Satisfaction of Chinese Social Workers in Mainland China | No | Yes (Attachment 1) | Yes | No |
| Published 2021 | | | | *Kitty Yuen-han Mo & Simon Tak-mau Chan | An exploration of the current challenges in social work education in Mainland China | No | Yes (Attachment 2) | Yes | No |
| | Accepted in October 2021 | | | *Kitty Yuen-han Mo | A study on positive organizational process of social work organizations in Guangdong region, China | No | Yes (Attachment 3) | Yes | No |
| | | | Under review 2021 | *Kitty Yuen-han Mo, Yu-cheung Wong & Ming-sum Tsui | Perceived Salient Organizational Career Management (OCM) Practices Scale: The Association of Perceived Salient OCM Practices and Career Self-management Behaviors Among Social Workers in Southern China | No | Yes (Attachment 4) | Yes | No |
| | | | Under review 2021 | *Kitty Yuen-han Mo | Understanding the needs of Chinese social workers through the lens of organizational | No | Yes (Attachment 5) | Yes | No |

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|--|--|-------------------|--|--------------------|---|----|--------------------|-----|----|
| | | | | | career management | | | | |
| | | Under review 2021 | | *Kitty Yuen-han Mo | Predictors of Turnover Intention of Social Workers in Mainland China | No | Yes (Attachment 6) | Yes | No |
| | | Under review 2021 | | *Kitty Yuen-han Mo | The association of Perceived HRM Performance, Perceived Agency Future and Turnover Intentions of Social Workers in Southern China | No | Yes (Attachment 7) | Yes | No |

Remarks:

- a) For the journal article being accepted but not yet published, information about the support of RGC has been given to journal editor in the last proof of the article, the acknowledgement will be written on the article once it is published;
- b) For the journal article still under review, information about the support of RGC has been input in the manuscript submission site. Once the article being accepted by the journal, information about the support of RGC will be given again to journal editor in the last proof of the article, the acknowledgement will be written on the article once it is published.

9. Recognized International Conference(s) In Which Paper(s) Related To This Research Project Was / Were Delivered

(Please attach a copy of each conference abstract)

| Month / Year / Place | Title | Conference Name | Submitted to RGC <i>(indicate the year ending of the relevant progress report)</i> | Attached to this Report <i>(Yes or No)</i> | Acknowledged the Support of RGC <i>(Yes or No)</i> | Accessible from the Institutional Repository <i>(Yes or No)</i> |
|---|--|--|--|--|--|---|
| 14-17 April / 2021 / Canada virtual conference | Organizational career management, social workers turnover and mental wellness | International Social Work Education and Development Online Conference 2021 | 2021 | Yes (Attachment 8) | Yes | No |
| 31 May – 2 June / 2021 / Australia virtual conference | The application of Organizational Career Management (OCM) mixed-method research in social work organizations in Mainland China | 5th International Conference on Practice Research (ICPR 2021) | 2021 | Yes (Attachment 9) | Yes | No |
| 15-19 July / 2020 / Italy virtual conference | Organizational Career Management and job satisfaction of Chinese social workers in Mainland China | IFSW Global Social Work Online Conference titled: The 2020 to 2030 Social Work Global Agenda | 2021 | Yes (Attachment 10) | Yes | No |

10. Whether Research Experience And New Knowledge Has Been Transferred / Has Contributed To Teaching And Learning

(Please elaborate)

The new knowledge acquired was transferred to teaching and learning. The principle taught the course of social service administration and shared with the students the importance of OCM practices, the categorization of the practices and the relationship between OCM with job satisfaction of social workers, their perceived organizational support, and career motivation.

11. Student(s) Trained*(Please attach a copy of the title page of the thesis)*

| Name | Degree Registered for | Date of Registration | Date of Thesis Submission / Graduation |
|------|-----------------------|----------------------|--|
| Nil | | | |
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12. Other Impact*(e.g. award of patents or prizes, collaboration with other research institutions, technology transfer, teaching enhancement, etc.)*

Nil

13. Statistics on Research Outputs

| No. of outputs arising directly from this research project | Peer-reviewed Journal Publications | Conference Papers | Scholarly Books, Monographs and Chapters | Patents Awarded | Other Research Outputs (please specify) | |
|--|--|--|--|-----------------|---|--|
| | Type | No. | | | | |
| | 2 (Published journal article) 5 (Journal manuscript submitted to peer-reviewed journals and under review) | 3 (Attend conference and presentation only) | Nil | Nil | Nil | |

14. Public Access Of Completion Report*(Please specify the information, if any, that cannot be provided for public access and give the reasons.)*

| Information that Cannot Be Provided for Public Access | Reasons |
|---|---------|
| N/A | |