Organization Vision recognition by members of auto parts companies
A Study on the Effects of Organization Change
- Based on motivational mediated effect -

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Abstract
Background/Objectives
The purpose of this study is to establish empirically that the organizational vision of the members of an automotive parts company plays a role in organizational change, and the motivation of the employees in relation to these variables

Methods/Statistical analysis:
Total 224 questionnaires are used for analysis. The survey method was conducted in the form of a survey. The survey items consisted of 17 questions, including five demographic questions (gender, educational background, age, job title, number of years of service) and measurements were made using the Likert5 point scale. In the form of empirical analysis, the STSS22 and AMOS22 programs were used to analyze technical statistics, factors, reliability, and measurement models, and the mediated effect test was performed using the structural formula model analysis.

Findings:
Verification of the hypothesis showed significant effects when the Vision recording showed a motivation of 0.554 (CR=5.403, p-value less than 0.05). Vision recognition of organizational change for the path coefficients 0.489 (CR = p-value is less than 0.05 5.616,), then appeared to make sense Motivation for Organizational change path coefficient 0.226 (CR = p-value is less than 0.05 2.553,), then appeared to make sense. In other words, vision recognition and motivation can be seen as promoting organizational change. In addition, it can be seen that motivation is significant in terms of statistical effects (path coefficient = 0.111, p=0.026, p<0.05) for vision recognition and organizational change. Therefore, motivation can be seen as a carrier of organizational changes.

Improvements/Applications:
While there is a lot of research on the organizational changes needed to improve the difficult environment of small businesses, there is still little to do with the TOOL and methodology for the organizational changes, so we believe that more active research is needed in this field

Keywords: Organization, Organizational change, Motivation, Vision recognition, Organizational Vision

1. Introduction
The auto industry saw its auto output reach the highest level of 4.66 million units in 2011, but it gradually declined to 4.11 million units in 2017. Academic and labor circles attributed the crisis to changes in the Chinese market, a major export market. Hyundai and Kia, which accounted for 9 percent of the Chinese market in 2014, held only 4 percent of the Chinese market in 2018 as the Terminal High Altitude Area Defense issue broke out. It explained that the resulting slump in the management performance of the original company was passed on to its subcontractors and that the structure was limited [1] In order for SME
s to continue to grow and develop in this difficult auto market environment, awareness of changes in their members is absolutely necessary, and this recognition is an important factor in the company's continued growth and development [2]. Thus, organizational vision and vision retention are required to form an organizational change of the members. The analysis that organizational confidence serves as a mediated effect of organizational change has been studied, but there is little research on how the motivation has a mediated effect on organizational change, so we want to study this area in depth.

2. Materials and Methods

2.1. Concepts and purposes of vision
Organizational vision is an important element in which members of an organization have collective goals and aspirations [3] to provide the direction that future organizations should pursue, and to highlight goals to identify that an organization is one [4]. Organizational vision the purpose of the future is the ideal state to which faith organizations members is how to act to instill a [5]. Future direction for gang members for action so that it can produce change.

2.2. Organization Vision Recognition
When members of an organization realize that their vision is conducive to organizational change, they are more receptive to change [6]. Non-recognition is closely related to organizational changes and can be viewed as a successful asset [7]. In addition, when an organization is willing to participate in the changes it pursues, it can reduce uncertainty about the change [8].

2.3. Motivation
Motivation is a process of organizational change that satisfies individual needs and improves work efficiency with psychological concepts related to human behavior. In other words, motivation is a psychological concept associated with all actions and actions taken to achieve an individual’s goals, and it is also associated with a passion for work. Job performance, an important factor in improving productivity, is determined by the ability and motivation of the members [9]. Motivation is a source of competitiveness that leads to changes in behavior so that people who don't do their jobs do their jobs and those who are good at their jobs can do their jobs better. This is because collaborative lateral relationships between organizations and members increase the performance efficiency of the organization and are effective in activating the organization compared to past vertical relationships [10].

2.4. Organization
The dictionary definition of an organization is that it defines an organization that gathers several objects or elements together to form a systematic group and forms the basis or means of human action, and regulates the organization of the foundation or means of law or commerce, and the political apparatus or organization of the country. The organization believes that it is achieving its mission as recognized by the organization and its stakeholders, or seeking to achieve its goals in a successful manner [11].

2.5. Organizational change
Organizations in the 21st century are increasingly demanding due to drastic changes in the external environment, and competition among businesses is becoming fiercer as industrial and regional boundaries are collapsing. In these environments, organizations need to adapt quickly to new environments and accommodate new needs to achieve and survive competitive advantages. In addition, for the success and survival of the organization, the organization must lead and push for change of organization. In other words, organizational change is now an essential task for organizational survival [12].

2.6. A Study Model and Hypothesis

2.6.1. Research model
In general, research models and survey data used to understand the impact of organizational recognition vision on organizational changes can be found through some similar prior studies. A specific example is a prior study of the effects of non-cognition on motivation [13] or on the effects of motivation on organizational change [10]. In order to ensure objectivity in this study, the research model was established using the same influence and dependent variables as in previous studies. The study
model of this study shows that independent variables are non-recognized, dependent variables are organizational changes, and parameters are motivational, as shown in Figure 1.

Figure 1. Research Model

Motivation has been set up as a parameter in this research model because organizational change is a psychological factor, voluntary participation, plays an important role in driving organizational change to success. Therefore, this research model, which is based on the actual parameters of motivation for small and medium-sized employees, is highly differentiated from the research models of prior research.

2.6.2. Hypothesis
Hypothesis 1 (H1): Vision recognition has a (+) effect on organizational changes.
Hypothesis 2 (H1): Vision recognition has a positive (+) effect on motivation.
Hypothesis 3 (H3): Motivation has a (+) effect on organizational changes.
Hypothesis 4 (H4): Motivation has a (+) effect on vision recognition and organizational change.

2.6.3 Operational Definition of Survey Tools and Variables
The survey was conducted in August 2018 on employees of an auto parts factory located in Dangjin, South Chungcheong Province. 250 questionnaires were retrieved from a survey of executives, general managers and employees of the company by a five-point scale 224 data were used to analyze the collected questionnaire, excluding 26 missing values. The questionnaire was composed of five demographic questions, six non-recognition questions, three motivations and three organizational changes, and a total of 17 questions. The operational definition of a variable is as shown in table 1.

<table>
<thead>
<tr>
<th>Factors</th>
<th>Measurement items for each variable</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision recognition</td>
<td>To form a positive attitude to organizational change if shared with members of the organization and perceived to be clear</td>
<td>[13]</td>
</tr>
<tr>
<td>Motivation</td>
<td>He feels that his job is important, and he is interested in doing it and is actively engaged.</td>
<td>[14]</td>
</tr>
<tr>
<td>Organizational Change</td>
<td>To find ways to increase the value creation of an organization or improve the wealth of stakeholders</td>
<td>[15]</td>
</tr>
</tbody>
</table>

3. Results and Discussion
3.1. Empirical analysis result
3.1.1. Demographic characterization analysis
Among the 224 questions surveyed, 74.1 percent were for men and 25.9 percent for women, and 57.6 percent were for high school graduates, 34.8 percent for college graduates and 7.6 percent for college
graduates. The positions were 56.7 percent for production workers, 10.7 percent for production leaders, 29.0 percent for general workers and 3.6 percent for executives, with 12.5 percent for those in their 20s, 38.8 percent for those in their 30s, 30.8 percent for those in their 40s and 17.9 percent for those in their 50s and older.

3.1.2. Validation of feasibility and reliability of survey tools

The factors analysis and reliability analysis were performed using the Sps22.0 Exploratory factor analysis was performed to verify validity of the analysis results, and the measurement variables were used to extract all components. The orthogonal rotation method (Varimax) was used to simplify the factor loading values. The results of the factor analysis show that the load carrying capacity of the component is 0.4 or higher, so it was used for analysis without any removal. Reliability analysis also showed that the Cronbach’s α value of the item was 0.721 to 0.869 (based on ≥ 0.6). In addition, all survey items were used as the Cronbach’s α value was not significantly different when deleting items. The result is as shown in table 2 below.

<table>
<thead>
<tr>
<th>Factors</th>
<th>Variable</th>
<th>factor loading value</th>
<th>commonity</th>
<th>Natural value (%)</th>
<th>Variance</th>
<th>Alpha if item deleted</th>
<th>Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision recognition</td>
<td>V-6</td>
<td>0.846</td>
<td>0.103</td>
<td>0.118</td>
<td>0.739</td>
<td>3.385</td>
<td>28.20%</td>
</tr>
<tr>
<td></td>
<td>V-5</td>
<td>0.814</td>
<td>0.094</td>
<td>0.045</td>
<td>0.487</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>V-4</td>
<td>0.759</td>
<td>0.119</td>
<td>0.242</td>
<td>0.648</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>V-1</td>
<td>0.648</td>
<td>0.283</td>
<td>0.366</td>
<td>0.634</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>V-3</td>
<td>0.636</td>
<td>0.313</td>
<td>0.325</td>
<td>0.608</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>V-2</td>
<td>0.635</td>
<td>0.033</td>
<td>0.288</td>
<td>0.673</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>M-2</td>
<td>0.155</td>
<td>0.876</td>
<td>0.083</td>
<td>0.798</td>
<td>2.297</td>
<td>19.14%</td>
</tr>
<tr>
<td></td>
<td>M-1</td>
<td>0.179</td>
<td>0.802</td>
<td>0.109</td>
<td>0.687</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>M-3</td>
<td>0.073</td>
<td>0.758</td>
<td>0.256</td>
<td>0.798</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational change</td>
<td>O-1</td>
<td>0.186</td>
<td>0.28</td>
<td>0.794</td>
<td>0.744</td>
<td>2.154</td>
<td>17.95%</td>
</tr>
<tr>
<td></td>
<td>O-2</td>
<td>0.262</td>
<td>0.063</td>
<td>0.756</td>
<td>0.645</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>O-3</td>
<td>0.2</td>
<td>0.134</td>
<td>0.686</td>
<td>0.528</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.1.3 Confirmatory factor

CMIN (<3), RMR (<0.1), RMSEA (<0.1), TLI (<0.90), CFI (<0.90) using to fit test of the goodness of the data vision 2, vision 5, organizational change 3 was removed. As a result, the SMC (Squared Multiple Correlation) value in all questions was found to be more than 0.4. SMC is an indicator used to determine how much observed variable describes the latent variable. As a result of the reliability analysis as an item of the observed variable shown in the Confirmatory factor cronbach’s α value of 0.726 to 0.8486 values (based on ≥ 0.6) was ensured the reliability of all factors. The result is as shown in table 3 below.

<table>
<thead>
<tr>
<th>Latent variable</th>
<th>Variable</th>
<th>Non-standardization factor</th>
<th>standardization factor</th>
<th>S.E</th>
<th>t</th>
<th>p</th>
<th>SMC</th>
<th>AVE</th>
<th>CR</th>
<th>Cronbach α</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision recognition</td>
<td>V-6</td>
<td>1</td>
<td>0.728</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.623</td>
</tr>
<tr>
<td></td>
<td>V-4</td>
<td>0.998</td>
<td>0.732</td>
<td>0.098</td>
<td>10.17</td>
<td>***</td>
<td>0.529</td>
<td></td>
<td></td>
<td>0.848</td>
</tr>
</tbody>
</table>
3.1.4 Discriminant validity analysis

[16] was used the method presented to test the discriminant validity. As a result, it appears that the square value of the correlation coefficient between all the variables does not exceed the AVE value can be determined to secure the validity of the discriminant. The result is shown in Table 4 below.

<table>
<thead>
<tr>
<th>V-3</th>
<th>1.031</th>
<th>0.745</th>
<th>0.1</th>
<th>10.335</th>
<th>***</th>
<th>0.554</th>
</tr>
</thead>
<tbody>
<tr>
<td>V-1</td>
<td>1.333</td>
<td>0.845</td>
<td>0.116</td>
<td>11.475</td>
<td>***</td>
<td>0.713</td>
</tr>
</tbody>
</table>

Motivation

<table>
<thead>
<tr>
<th>M-3</th>
<th>1.277</th>
<th>0.854</th>
<th>0.13</th>
<th>9.802</th>
<th>***</th>
<th>0.73</th>
</tr>
</thead>
<tbody>
<tr>
<td>M-2</td>
<td>0.986</td>
<td>0.711</td>
<td>0.107</td>
<td>9.219</td>
<td>***</td>
<td>0.505</td>
</tr>
</tbody>
</table>

Organizational change

<table>
<thead>
<tr>
<th>O-2</th>
<th>1.099</th>
<th>0.815</th>
<th>0.14</th>
<th>7.853</th>
<th>***</th>
<th>0.664</th>
</tr>
</thead>
<tbody>
<tr>
<td>O-1</td>
<td>1.099</td>
<td>0.815</td>
<td>0.14</td>
<td>7.853</td>
<td>***</td>
<td>0.664</td>
</tr>
</tbody>
</table>

Measurement model

Fitness

\[ \chi^2=55.665, \text{df}=24, p=0.000, \text{CMIN/DF}=2.319 \]

\[ \text{RMR}=0.038, \text{GFI}=0.947, \text{AGFI}=0.90, \text{RMSEA}=0.077 \]

\[ \text{NFI}=0.934, \text{CFI}=0.961, \text{TLI}=0.942 \]

3.1.5 Hypothesis Test

Structural equation model analysis was analyzed using AMOS 22.0 to verify this research theory. The following [Table 5] is the presumption of the structural equation model and the hypothesis H1, H2, H3 was adopted. The proposed model showed acceptable model fit.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Path</th>
<th>Standardization factor</th>
<th>C.R.</th>
<th>P-value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Vision (\rightarrow) Organizational change</td>
<td>0.554</td>
<td>5.403</td>
<td>0</td>
<td>accept</td>
</tr>
<tr>
<td>H2</td>
<td>Vision (\rightarrow) Motivation</td>
<td>0.489</td>
<td>5.616</td>
<td>0</td>
<td>accept</td>
</tr>
<tr>
<td>H3</td>
<td>Motivation (\rightarrow) Organizational change</td>
<td>0.226</td>
<td>2.553</td>
<td>0.011</td>
<td>accept</td>
</tr>
</tbody>
</table>

Measurement model Fitness

\[ \text{CMIN}=55.665, \text{df}=24, p=0.000, \text{CMIN/DF}=2.319, \]

\[ \text{RMR}=0.038, \text{GFI}=0.947, \text{AGFI}=0.90, \]

\[ \text{TLI}=0.942, \text{CFI}=0.961, \text{IFI}=0.962, \text{RMSEA}=0.077 \]

3.1.6 Mediated effect Analysis

Motivation was verified as to whether it was a mediating effect in the relationship between vision recognition and organizational change. In order to verify the mediated effect was carried out structural equation model analysis using bootstrap of AMOS 22.0. Analysis, the motivation was validated that the
mediated effect in vision recognition and organizational changes is significant, the hypothesis H4 has been adopted, the mediated effect verification results are the same as [Table 6].

<table>
<thead>
<tr>
<th>Path</th>
<th>indirect effect</th>
<th>P-value</th>
<th>result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H4 (Vision→ Motivation→ Organizational change)</td>
<td>0.111</td>
<td>0.026</td>
<td>Accept</td>
</tr>
</tbody>
</table>

3.2. Discussion
The study theory 1 (H1) is "vision recognition has an effect on organizational changes, and the study theory 2 (H2) has an effect on the vision recognition movement (+)" the study theory 3 (H3) is the effect of the motivation of the (+) on organizational changes, the study theory 4 (H4) is the same as the "motivation has a mediated effect of (+) in vision recognition and organizational change," the study said.

4. Conclusion

4.1. Research Results and Implications
As a result of this study, we can see that vision recognition has a positive effect on organizational changes and that motivation has a mediated effect on organizational changes. To overcome the current difficult business environment, an organization must develop a program that clearly recognizes the vision of the organization to its members. In order for small and medium-sized enterprises to continue to grow and develop, they will need to vision recognize of their members.

4.2. Improvement
The core of this research was to help small businesses grow by analyzing the psychological factors of their members in order to find a driving force for continuous growth in difficult business environments. A specific presentation of growth models and research on the factors that an entity needs to grow is necessary. In the study, questionnaires were limited to a certain area, so there could be problems with a non-wide distribution, and there were limitations of the study that could result in differences in perspective.

5. Acknowledgment
The study was funded by the Graduate School of Hansung University.

6. References