

A Study on the Factors Influencing Job Satisfaction of Workers who work at Rural Community Child Center in Korea

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1. Introduction

Among the other governmental and non-governmental social welfare organizations within South Korea, Community Child Centers (CCCs) are welfare facilities that are specifically designed to address issues related to child poverty. The number of CCCs in Korea has increased dramatically in the past decade. In 2004 there were 895 Community Child Centers in South Korea [8] but as of 2013 there were 4,061 Community Child Centers nationwide. This reflects an increased awareness of social welfare issues and support for related initiatives among the Korean people as well as increased concern for the plight of disadvantaged children. However, this rapid increase in CCCs has also been the source of many problems, often connected to insufficient funding for daily operating expenses and the existence of poor or potentially exploitative working environments at the centers themselves, among other concerns [2]. The quality of the working environment in particular has been theorized to have strong effects on the job satisfaction of employees at Community Child Centers, as well as a corresponding effect on the quality of services being provided. At this time in Korea multiple studies on the job satisfaction of CCC workers are currently underway. These studies explore the relationships between working environment factors such as pay, workload and vacation allowance and reported job satisfaction [1, 2, 6, 7].

Meanwhile, CCCs in rural areas have been shown to suffer from work environment related issues at a higher rate than those in urban areas because of the difficulty in supplying rural centers with resources and the general lack of community network resources in rural communities where they operate. The importance of establishing connections between CCCs and local community networks in rural areas in order to increase efficiency has already been established in several precedent studies [4, 5]. Consequently, the main research focus in this study is to measure and describe exactly to what degree and in what manner these two factor groups are affecting the reported job satisfaction of employees at rural CCCs.

2. Materials and Methods

2.1 Subject

160 workers from Community Child Centers in rural areas of the Jeollabukdo region were surveyed. The period under review was from November 1 to December 21, 2013.

2.2 Method of Analysis

The research was analyzed using multiple regression analysis with SPSS 20.0 software suite. In order to explore our main areas of inquiry, multiple regression analysis was performed including the independent variables, dependent variables and control variables.

3. Results and Implications

3.1 Results

Table 1 displays the results of the multiple regression analysis. In model 1, with the control variables of Gender and Age, and with the Working Environment composite score as the independent variable, the analysis revealed that the sub-factors “workload” and “pay satisfaction” were statistically significant. In model 2, with the control variables of Gender and Age, and with the Community Network Resources composite score as the independent variable, the analysis revealed that the sub-factors “presence of community networks” and “employee participation in networks related to the work of the CCC” were statistically significant. In model 3, with the control variables of Gender and Age, and with all dependent variables, the analysis showed that “pay satisfaction” ($\beta=2.172$, $p<.01$) had a positive effect on the reported job satisfaction of Community Child Center employees, and that “employee participation in community networks related to the work of the CCC” ($\beta=1.964$, $p<.10$) also had a positive influence on job satisfaction. However the sub-factor “employee participation in community networks unrelated to the work of the CCC” ($\beta=-1.983$, $p<.10$) was shown to have a negative effect on reported job satisfaction of CCC employees.

Table 1. The effects of working environment and community network resources on the reported job satisfaction of Community Child Center employees

Variables	model 1		model 2		model 3	
	<i>B</i>	<i>t</i>	<i>B</i>	<i>t</i>	β	<i>t</i>

Control Variable		Gender	.045	-.141	.028	.296	.061	.675
		Age	.063	-.147	.036	.386	.077	.850
Independent Variable	Working environment	Workload satisfaction	.227	2.138*			.117	.944
		Pay satisfaction	.202	1.892 ⁺			.273	2.172**
		Vacation allowance	.033	.431			.006	.067
	Community Network Resources	Community networks			-.186	-1.986*	-.121	-1.342
		Employee participation in community works unrelated to the work of the CCC			-.257	-1.759	-.277	-1.983 ⁺
		Employee participation in community networks related to works of the CCC			.328	2.214**	.280	1.964 ⁺
Constant			1.975**		3.498**		2320**	
R ²			.157		.093		.212	
adjusted R ²			.130		.052		.151	
F			5.719***		2.247 ⁺		3.654**	

+p<.10, *p<.05, **p<.01, ***p<.001

3.2 Implications

We have two practical recommendations based on the results of the study. First, the payroll administration systems for employees at CCCs should be reformed. In general, their pay is too low compared with the amount of work, and this discrepancy is having negative effects on worker efficiency and morale. The government should implement a system in which workers are adequately rewarded and also consider incentives, such as bonuses, in order to empower employees. Second, due to a lack of resources for CCCs, community network resources must be coordinated and used in connection with the work of the CCCs in order to better serve CCC employees and the communities themselves. This is especially critical for CCCs in rural areas. Governmental policy could support connections between rural CCCs and local community networks through the implementation of various interventions such as financial aid, training, increased manpower, and public relations campaigns.

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