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A Study on the Improvement of the ROTC System to Secure Talent

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Abstract

Purpose: The rate of application for ROTC, which accounts for more than 60% of officers commissioned by the Army annually, is decreasing every year. In this reality, this research aims to study what factors make college students decide to serve as officers and why they avoid applying for ROTC, and through this, from the military's point of view, it is intended to provide it as basic data that can obtain excellent cadets based on these factors.

Method: Based on the results of previous studies on the influencing factors of college students applying as cadets and the decreasing ROTC application rate, this study analyzed the factors limiting the acquisition of excellent cadets and prepared improvement measures.

Results: The reasons for the decrease in the application rate for ROTC cadets are as follows: First, difficulty in recruiting troops due to a decrease in the school-age population due to a low birth rate and aging society; Second, difficulty in obtaining manpower due to the shortening of the military service period; Third, insufficient economic compensation for ROTC cadets; Fourth, difficulty in managing cadets' academic performance while attending the college. These factors have led the military to face an environment in which it has to make much more effort to recruit and select excellent ROTC cadets in the future than in the past. Therefore, it can be said that it is urgent for the military to identify, analyze, and come up with improvement measures for what factors college students decide to apply for ROTC cadets and for what reason they avoid the application.

Conclusion: In order to improve the application rate for ROTC cadets in the future, it is necessary to review ways to shorten the service period of ROTC cadets, reduce the burden of academic performance management, introduce a military course credit system, and increase the promotion budget and come up with new ways to attract new generations of applicants. Through these legal and institutional improvements, it is expected that excellent ROTC cadets with the capabilities required by the Korean military will be obtained in the future.

[Keywords] Low Birth Rate and Aging Society, Army Officer Training System, ROTC Cadets, Excellent Manpower, ROTC Officer Selection System

1. Introduction

Since 2001, Korea has entered an ultra-low birth rate society with a fertility rate of 1.3 or less. In addition, from 2018, the elderly population aged 65 or older accounted for more than 14% of the total population, leading to an aging society[1]. The entry into an ultra-low birth rate and aging society has led to a sharp decline in the school-age population (6-21 years old), and this phenomenon has transformed not only the military but also all organizations in our society into an environment where more efforts should be made to obtain excellent manpower.

However, the military has even more difficulty in obtaining excellent manpower than the general organizations in the civilian society. This is because the specificity of the military, that is,

the age group of resources, is limited, and welfare and working conditions are inferior to other organizations in society[2].

In particular, in the case of the Army, the fact that Korean society has entered a low birth rate and aging society, and the recent reduction in military service period from 21 months to 18 months is a major obstacle to obtaining and maintaining the supply of troops. This is also causing great difficulties in securing entry-level officers in command of small units below the critical level of the Army. In particular, the application rate for ROTC cadets, which has the highest percentage of junior officers in the Army, is decreasing year by year, and there is serious concern that the military's combat power will decrease. Therefore, this paper recognizes the seriousness of the reduction in the application rate of candidates for ROTC and attempts to find out the current status, problems, and improvement measures.

2. Theoretical Background

2.1. Army officer training system

The current Korean Army's training system for officers is largely divided into academic cadet courses and military cadet courses. The academic cadet course is to complete a university degree course and military education at the same time, including Korea Military Academy and Korea Army Academy. The military cadet course is a course that only completes military education, including courses for school military officers, bachelor's officers, and executive officers.

The percentage of about 6,000 army junior officers per year is 3.8 percent from Korea Military Academy, 9.2 percent from Korea Army Academy, 62.0 percent from ROTC, and 16.0 percent from Korea Army Office Candidates[3]. ROTC cadets, which account for the largest proportion among these, go through military education and training for two years while attending college. In addition, this is a system in which candidates are commissioned as lieutenants upon graduation through enlistment training during college vacation and serve in the military as officers for 28 months. In this paper, we will focus on this system of ROTC cadets.

2.2. ROTC cadets system

2.2.1. The background of the establishment

The background of the establishment of the ROTC cadets system was the introduction of the existing US system in 1961 to overcome the problem of weakening military combat power and secure reserve power due to the lack of junior officers after the Korean War[4]. Due to the rapid expansion of armament after the ceasefire, it was not possible to meet the needs of junior officers only by training existing military schools and officer candidates.

In addition, the Korean military, which had already experienced the great impact of the lack of junior officers on military combat power through the Korean War, sought reasonable ways to meet both military purposes and educational policies without interfering with college education. So, just in time, the ROTC system implemented by the U.S. Army was introduced, and on June 5, 1961, in accordance with Article 72 of the Military Service Act and the Enforcement Decree of Student Military Training, military education groups were established in 16 universities[5][6].

2.2.2. The necessity of ROTC

ROTC has produced more than 200,000 officers over the past 60 years since its foundation, contributing to national security and establishing their status and role as the leader of national development. The reasons for the need for the ROTC system in our military are as follows.

First, it is possible to cultivate and utilize a lot of qualitatively excellent junior officers in a short period of time. By selecting college students with a high knowledge level and training them as cadets, a large number of competent officers can be secured, which is an essential system for maintaining military combat power[7].

Second, it is possible to strengthen the security consciousness of the people and prepare for the expected enemy invasion. This has the advantage of letting the candidates serve as an officer at the same time as graduating from college by acquiring military training while studying, so the military can utilize competent officers with both civil and military competence based on their knowledge majored in college[8].

2.2.3. ROTC cadet selection system

Unlike other cadet selection courses, the ROTC cadet candidates can only apply and are selected among students from universities authorized by the school corps consulted with the Ministry of National Defense. The number of applicants from the school will be selected through competition (female applicants will be selected through nationwide application and competition) and first and second-year students under the age of 20 to 27. The selection method is as follows. The first screening is the SAT or high school GPA, college GPA, and written test, and the second screening is through physical fitness certification scores and interview evaluations, and is finally selected by reflecting the results of physical examination and background check[9][10].

2.3. Concept of outstanding manpower in the military and candidates for outstanding ROTC cadets

The concept of excellent manpower in the military is different from that of society. The requirements for excellent human resources in society are intellect and competence in a specific field. However, in the military, it can be said that the general competence, that is, the multi-player concept, is considered what is excellent, not the outstanding talent in any one field. In the military, due to the nature of the organization, talent with basic personality and sacrificial spirit as well as intellectual learning ability is required[11][12]. The requirements that officers currently need in our military can be divided into five categories.

First, mental attitude for professional and creative research. Second, comprehensive knowledge and multi-faceted adaptability. Third, a person with leadership. Fourth, excellent physical strength. Fifth, the establishment of a firm view of the state, cadet, and occupation[13].

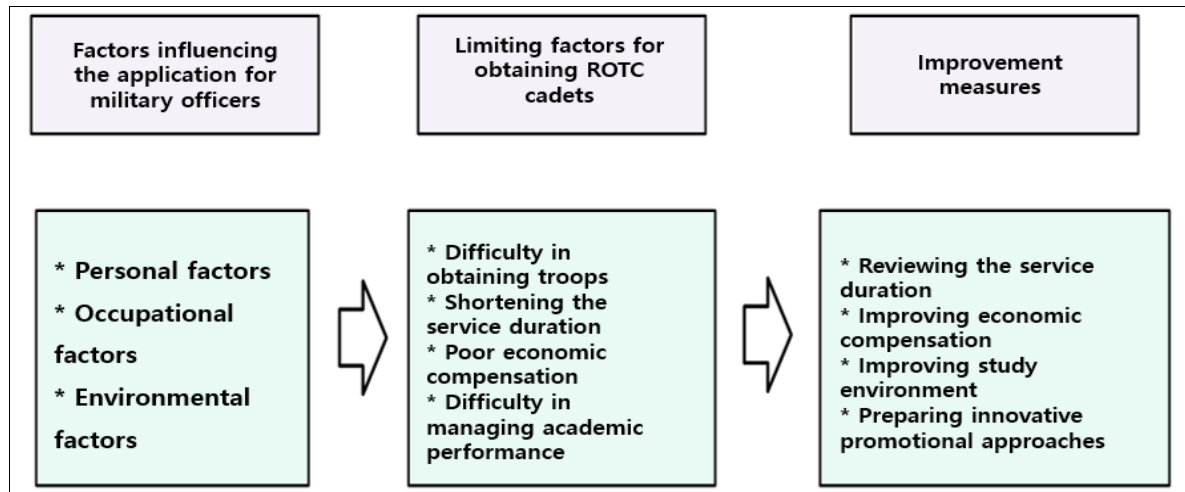
It can be said that the talented people with these abilities are the excellent human resources required by the Army. The concept of "Who are the excellent ROTC cadets?" differs depending on the perspective of view. There is a view that candidates from outstanding universities are excellent, and there is also a view that individually excellent resources are excellent. The criteria for excellent cadets have recently been suggested through various studies, and among them, the level of cadets is not significantly related to the level of education, and it is thought that the concept of seeing people with individual qualities, intelligence, aptitude, knowledge, skills, and attitudes is most appropriate[14].

3. Research Analysis

3.1. Research model

In this study, the following research model was constructed to prepare improvement measures based on previous studies on the influencing factors of the cadet application and limiting the acquisition of school military candidates as shown in <Figure 1>.

Figure 1. Research model.



3.2. Factors influencing the application of ROTC cadets

3.2.1. Factors influencing cadet application

The application rate compared to the total number of ROTCs over the past seven years is as shown in <Table 1>. The application rate was 6.1 to 1 in 2014, but it is decreasing every year to 2.3 to 1 in 2020.

Table1. ROTC application rate: the the Seoul newspaper (2020).

Description	2014	2015	2016	2017	2018	2019	2020
Rate	6.1:1	4.5:1	4.1:1	3.7:1	3.4:1	3.2:1	2.3:1

<Table 2> shows the factors influencing the cadet application related to this reduction in the rate. They are divided into individual factors, occupational factors, and environmental factors, and are subdivided into several factors[15].

Table 2. Factors influencing cadet application.

Description	Subfactors	Score (5)
Individual factors	•Will to serve in the military •Value of military service •Interest / Personality •Physical conditions •Aptitude	4.05
Occupational factors	•Vocational stability •Social status •Welfare benefits •Vacation system •Working conditions	3.93
Environmental factors	•Family influence •Family environment •Peer group influence •Social atmosphere •Media influence	2.41

According to existing research data, the most influential personal factors among the reasons for supporting officers were military service willingness (94.5%), military service values (88%), interest and personality (73%), physical condition (59.8%), and aptitude (49.3%). This reflects the idea that if one serves as an officer, one will be able to develop leadership, and it may be because people who have served as officers in the military are judged to have strong leadership in society as well[16][17]. In terms of occupational factors, occupational stability (82.9%), social status (77.4%), welfare (69.3%), vacation system (58.8%), and working conditions (24.6%). The

most important thing about job security is probably because of the reason that an officer (second lieutenant) after graduating from college can receive a stable salary equivalent to that of a Grade 7 public official upon appointment[18]. In the case of social status, it is thought that they are conscious of the way they view officers better than enlisted soldiers. Since welfare benefits and vacation systems are parts that can be experienced after commissioning an officer, it was found that they did not affect more than the previous two factors. Environmental factors were found in the order of family influence (38.2%), family environment (30.2%), peer group influence (24.6%), social atmosphere (14.6%), and media influence (7.5%). Among them, the influence of family (parents, siblings, etc.) appears to be the most important factor because families living together can have a direct influence on individuals. Looking at the average score obtained by converting the above three factors into five points, personal factors show an average of 4.05, occupational factors 3.93, and environmental factors 2.41. It can be seen that this affects officer application in the order of personal, occupational, and environmental factors [18].

3.2.2. Factors influencing the decrease in the application rate of the ROTC cadets

Recently, the Army Student Military School conducted its own survey on about 2,000 first and second-year students nationwide who did not apply for ROTC cadets. As a result, Table-3 shows the reasons for not applying for ROTC. The biggest reason was that the period of service as an ROTC officer was long, followed by enlistment training conducted while attending university as an ROTC cadet. It was found that the answer was followed by in-school education, difficulties in preparing for employment, and dissuasion from others[19].

Table 3. Factors influencing the decrease in the application rate of the ROTC cadets: army student military school (2018).

Description	Service duration	Camp training	In-school training	Difficulties in preparing for employment	Dissuasion from others
Rate	48%	16%	13%	13%	10%

3.3. Factors limiting the acquisition of outstanding ROTC cadets

3.3.1. Difficulty in recruiting troops

Although most organizations in society operate manpower, it is a reality that selecting and acquiring manpower is currently becoming more difficult than any other organization in military organizations that operate troops. The reason is that the distribution of desired personnel in the military is less diverse than in other organizations in society. For example, companies usually do not impose restrictions on age from 24 (college graduates) to 32 or age, or no age restriction, whereas in the case of the military, it is difficult to obtain excellent manpower due to the limited age group from 20 to 27 years old as of the date of appointment[16].

According to data from the National Statistical Office, Korea's military service resources (based on the male population aged 20) are expected to decrease by 120,000 over the past eight years from 350,000 in 2017 to 260,000 in 2022 and 230,000 in 2025. Therefore, since the future 20-year-old male population is a possible military service resource in the future, recruitment of troops in the future will be more difficult than it is now [20].

3.3.2. Difficulty in obtaining manpower due to shorter military service duration

As shown in <Table 4>, the service period of ROTC officers has been maintained for 28 months over the past 50 years, but the service period of enlisted soldiers has been continuously reduced, reducing the current service period to 18 months, half of the 36 months. If one is appointed as an ROTC officer, one will serve in the military 10 months longer than the regular enlisted soldiers.

It is expected that the application rate will be further reduced in the future as college students who are eligible for military service will prefer regular military service to ROTC cadets.

Table 4. The course of transition between ROTC officers and mandatory military service soldiers.

Description	1963	1968	1981	1984	1993	2003	2010	2020
ROTC (months)	24	28	28	28	28	28	28	28
Regular military service (months)	30	36	33	30	26	24	21	18
Difference (months)	-6	-8	-5	-2	+2	+4	+7	+10

3.3.3. Lack of practical economic compensation for ROTC cadets

It can be said that the least expensive course among the officer training courses is the training course for ROTC cadets. According to data from the National Assembly's Defense Committee in 2020, one-person training expenses of 238 million won will be invested for four years for cadets of the Korea Military Academy, about 127 million won for Korea Army Academy, and about 138 million won for Armed Forces Nursing Academy. In contrast, for ROTC cadets was 17 million won over two years, which is only 13% of the Military Academy cadets[21][22].

The Military Academy and Army Academy are set as defense budgets and provide all support to individual education, but ROTC cadets are legally college students, so there are no scholarships set as national budgets, except for KRW 68,000 for short-term service promotional allowance, and KRW 700,000 to 800,000 for training during vacation[23]. Recently, there are scholarships provided by ROTC National Assembly and universities on their own, but as shown in Table 5, poor economic support provided to ROTC cadets is far from the recent trend of social welfare policies, such as an increase in sick pay and minimum wage.

Table 5. Comparison of soldier salary, minimum wage, and payment for ROTC cadets (2021).

Description	Enlisted soldiers (for sergeant)	Min. wage	ROTC cadets
Per month	609,000 KRW	1,822,480 KRW	Training support allowance : 68,120 KRW
Remarks	To be increased to 670,000 KRW by 2022	8,720 KRW / hour	Camp training duration: Junior year-694,200 KRW, senior year-788,700 KRW

3.3.4. Difficulty in managing in one's academic performance

College students are building individual competitiveness by accumulating numerous "specifications" such as training in addition to major studies for employment after graduation. On the other hand, ROTC cadets must have graduation certification qualifications (credit scores, thesis, practice, mileage, etc.), and military education such as in-school training and winter and summer enlistment training, so there are limitations for managing their college performance[24][25].

In particular, 4th-year ROTC cadets who are about to graduate and be commissioned are having more difficulty managing their performance and records because they have to prepare for a comprehensive military officer evaluation for officer appointment in a timely manner[26].

4. Improvement Plan for Obtaining Outstanding ROTC Cadets

4.1. Improving equity between service duration of ROTC and regular enlistees

The Ministry of National Defense said in its 2021 National Defense Committee submission data that it is considering short-term officers (e.g. ROTC officers) to shorten the military service duration. In response, there are many opposing opinions in that if the service period of the officer is reduced, more new officers should be selected. This results in an increase in the selection requirement of short-term officers when the service period is shortened in a situation where military service resources are scarce, so careful reviews are needed. Therefore, the wisest way is to ease the burden of military service without increasing the selection requirement for short-term officers. Accordingly, the most efficient way to improve the application rate is to reduce the service period of ROTC officers from the current 28 months to 24 months. In fact, in the case of the Navy or Marine Corps, the ROTC service period is 24 months. Shortening the service period of ROTC officers may lead to problems of reducing the skill and combat power of junior officers, but it can be solved by selecting in connection with college majors and military departments, pre-education during training, and securing military task classification periods.

4.2. Improving economic support

In order to increase the annual application rate for ROTC cadets, the need to raise the financial support for ROTC cadets has been steadily raised, and the Ministry of National Defense recently announced a plan to raise the support fund for ROTC cadets. According to data submitted by the Ministry of National Defense to the National Defense Committee in 2021, the budget for raising incentives paid to short-term service officers such as bachelor's and ROTC officers to 6 million won, up 50% from 4 million won, was reflected in the 2022 budget[27]. In addition, a new ROTC capacity building activity fee of 80,000 won per month (excluding the enlistment training period) is also being promoted. This is due to the need to improve the treatment of ROTC cadets in order to improve the ever-falling application rate. In addition to this temporary increase, it is necessary to pay a certain amount to them keeping abreast with the social development in the future[28].

4.3. Improving study conditions for ROTC cadets

ROTC cadets have a great burden on both their major classes and military studies during college life. Therefore, in order to improve the application rate for ROTC cadets, it is necessary to prepare relief measures for university major classes in parallel with military studies. The solution is to prevent disadvantages in attempted major classes due to military studies and training through agreements between the Ministry of National Defense and universities to guarantee study conditions for ROTC cadets. For example, it is possible to consider ways not to penalize credit by applying additional supplementary lectures to guarantee study conditions or replacing them with separate assignments[29].

Currently, each university is preparing measures to reduce the burden by improving unfavorable regulations on the academic management of ROTC cadets, and many universities are introducing credit certification systems that include military courses or enlistment training during winter and summer vacations. This is because ordinary college students can continue their studies such as completing seasonal semesters, studying certificates, and domestic and international training during vacation, but ROTC cadets are relatively restricted from doing additional studies because they must receive military training during vacation.

Therefore, it is expected to have the effect of improving the support rate by reducing the burden of academic management in cooperation with the Ministry of Education to recognize enlistment training conducted in winter and summer as credits.

4.4. Preparing groundbreaking promotion plans

Currently, the public relations system for recruiting ROTC cadets is poor, and high school students and college students who are about to join the military are not fully aware of the system. In addition, due to the lack of a promotional budget, all-round publicity by the mass media is limited, and each school group uses its own promotional materials and military candidates to temporarily promote college students in the school. As a result, the promotional effect is not noticeable.

Therefore, systematic and extensive publicity is needed in order for many people to apply for ROTC cadets with the effect of publicity in the future[30]. It is necessary to promote middle and high school students, who are potential applicants interested in future careers, teachers, and parents who guide them. In addition, by organizing a public relations organization at the Army level, online briefing sessions using Facebook, webtoons, and Internet broadcasting can be promoted in consideration of the characteristics of the new generation. In addition, it is necessary to drastically expand the promotion activities for enlisted soldiers in connection with the Military Manpower Administration and for middle and high school career education through business cooperation with the metropolitan and provincial offices of education. In addition, it is necessary to actively and planned budget securing activities of the department in charge of the related budget in order to have various public relations systems.

5. Conclusion

Military organizational studies have been continuously conducted in various areas (e.g., culture, leadership, system, strategy, organizational behavior, etc.)[31][32][33][34][35].

Unlike previous studies, this study focused on the problems and improvement measures facing the acquisition of ROTC cadets who occupy most of the junior officers, the beginning of the military's combat power at the spearhead. In this study, under what factors college students decide to serve as officers and why they avoid applying for ROTC cadets and provide them to the military so that they can use them as basic data to obtain excellent ROTC cadets in the military. Based on these research data in the future, institutional improvement is required to secure ROTC cadets with the capabilities required by the military.

As for the improvement of the system, first, it is necessary to make efforts to shorten the service period of ROTC cadets to an appropriate period by prospectively reviewing them according to changes in the social environment.

Second, realistic economic compensation is needed for ROTC cadets.

Third, it is necessary to reduce the burden of academic management, such as the full introduction of the credit certification system.

Lastly, it includes the use of various promotional methods for recruiting candidates and securing promotional budgets.

As suggested in this paper, if the institutional supplementation is made to solve the difficulties of ROTC cadets who are conducting both university studies and military training, the application rate of ROTC cadets will be dramatically improved. The limitation of this study is that the scope of the study was limited to the Army, and among the Army officer training courses, only ROTC cadets were studied. In the future, it is expected that comprehensive research will be conducted, including not only the Army but also the Navy and Air Force officers' training courses, the Army's bachelor's officers, and senior officers.

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7. Appendix

7.1. Authors contribution

	Initial name	Contribution
Lead Author	HK	-Set of concepts <input checked="" type="checkbox"/>
		-Design <input checked="" type="checkbox"/>
		-Getting results <input checked="" type="checkbox"/>
		-Analysis <input checked="" type="checkbox"/>
		-Make a significant contribution to collection <input checked="" type="checkbox"/>
		-Final approval of the paper <input checked="" type="checkbox"/>
Corresponding Author*	YS	-Corresponding <input checked="" type="checkbox"/>
		-Play a decisive role in modification <input checked="" type="checkbox"/>
		-Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/>
		-Participants in Drafting and Revising Papers <input checked="" type="checkbox"/>
		-Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>

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The Present Status and Development Plan of Citizen Participation: Focused on the Autonomous Police System

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Abstract

Purpose: This study aims to examine the current status of citizen participation in the self-governing police system, which has been implemented since July 1, 2021, focusing on metropolitan municipalities in Korea, and to suggest improvement plans for revitalization.

Method: The research method was based on the website of local government, government statistics data, and academic papers.

Results: The current citizen participation in the self-governing police system is limited to formal participation because there is a lack of system and support to be a citizen participation.

Conclusion: As an improvement plan, first, it is necessary to open a unique homepage and strengthen the publicity in order to actively encourage citizens' participation. In other words, it is necessary to actively promote and provide institutional support so that local citizens can actively know and participate in the main policies of the autonomous police committee. Second, active interactive communication plans should be sought to promote citizen participation (regular meetings, holding briefing sessions, etc.). Third, it is necessary to seek cooperation in the level of co-production in the security services. Fourth, it is the enactment of ordinances by local governments that can activate citizen participation. Fifth, the activation of citizen participation through the network construction of police cooperation organizations and civic groups related to security services should be promoted. For the successful settlement of the self-governing police system, citizen participation should be activated so that it can be a police activity that meets the needs of residents and the residents who are the purpose of the self-governing police system.

[Keywords] Autonomous Police System, Citizen Participation, Active Interactive Communication Plans, Network, Cooperation

1. Introduction

The autonomous police system, which was introduced and implemented on July 1, 2021, is based on the "National Police and Autonomous Police Organization and Operation Act" and the "Regulations on the Organization and Operation of Autonomous Police Affairs and City/Do Self-Governing Police Committee". The full revision of the Police Act emphasizes the purpose of introducing the self-governing police system as 'resident-friendly' and 'appropriate to the needs of local residents', but the regulations on citizens' participation are very insufficient.

First, the ideology of the autonomous police should be able to provide security services suitable for the local situation by distributing the power concentrated in the central government to the provinces as decentralization and reflecting the opinions of the local government on the police administration as much as possible[1]. Second, it is democracy. The autonomous police

system means that the doctors of local residents are actively reflected in the police administration, and the police administration by local residents is carried out mainly by the local residents[2].

This idea means that discussion of citizen participation should be based on. Officially, Chapter 4 of the National Police and Autonomous Police Organization and Operation Act, the City/Do Self-Governing Police Commission (Article 18-27), may participate as a City/Do Self-Governing Police Commissioner, but the number of qualifications and participation targets is very narrow[3].

This situation is questionable whether it can realize the goal of providing security services that meet the needs of local citizens reflecting the characteristics of the region for the purpose of introducing the autonomous police system[4]. Therefore, this study will examine the current status of citizen participation promoted by each city and provincial police commissioner and present the development plan.

2. Theoretical Discussion on Citizen Participation and Co-production

2.1. Citizen participation

1) The background of citizen participation and meaning of participation

Participation is generally beneficial in that it enhances government responsiveness and avoids democratic qualities and attitudes to citizens[5]. Furthermore, if experience and knowledge are accumulated through participation, citizens will have political efficacy that they can affect the political system[6]. In addition, participation will lead to the cultivation of community consciousness[7], and it can be an opportunity to learn to fold unilateralism and become a good citizen for common problem solving.

Citizens' participation is being actively demanded as a solution to the failure of the government and the efficiency of other resource allocation is weakened and the administrative nationalization phenomenon is deepening, resulting in complaints about representative democracy system from the West in the 1960s and 1970s[8]. Citizens' participation is essential for the formation of sound local governance along with the trend of decentralization, and the fact that the current representative democracy system does not properly reflect the people's interests of local residents is noted in that it can increase the responsiveness of government organizations to the preference of residents and become an important mechanism for strengthening the capacity of residents.

Citizen participation is a very important means from the perspective of participatory democracy. If we understand it as an act that aims to directly or indirectly affect the policy through participation of citizens, it can be said that it is an important system that can supplement the problems of representative democracy.

2) The concept of citizen participation

According to the conceptualization of citizen participation, it can be divided into four dimensions: Choi, Choi, Choi, First, the concept of Choi-Choi is the recruitment of policy makers and the activities of ordinary citizens[9], to exert considerable influence on the selection of policies. The concept of consultation includes support activities for the government and is defined as citizens activities for the influence and support of the government[10]. The concept of broadness is to use terms such as political behavior, political participation, etc. to participate in the decision and enforcement process of policy and to mean voluntary actions of citizens who ulti-

mately have direct or indirect influence on political choice (including protest and protest, violent activities)[11]. The broadest concept is the concept that includes attempts and behaviors that influence the production and distribution of public goods[12]. Cunningham[13] defines civic participation as a process in which ordinary residents of the community exercise power over decision-making related to the overall problems of the community. In addition, it is defined as the intended activities[14] to exert influence by directly or indirectly engaging in the government's policy-making process, or as the procedures[15] to actively engage in the administrative and policy processes of local governments.

In addition, according to the participation type, the most cooperative includes the demands and opposition to the government, political participation, etc., and the government-friendly activities in consultation. In the broadness, aggressive/violent activities, and in the broadness, consciousness and civic activities other than the government area[16]. In other words, citizen participation is an act that ordinary citizens try to influence in the administrative process, and it includes the activities of co-production that affects policy decision and provides public goods by citizens themselves[17].

Recently, with the advent of e-government, electronic participation (e-participation) is actively introduced[18]. Online civic participation has attracted attention in that it overcomes the limitations of existing representative democracy in political aspects and enables direct democracy to be realized[19]. Online civic participation is expected to contribute to the expansion of electronic democracy (e-democracy) presented with the emergence of e-government[20][21].

3) Types of civic participation

Arnstein divided into non-participation (manipulation/therapy), formal participation(information provision/counseling/resilience), and substantial participation (cooperation/authority delegation/citizen control) based on citizen's participation in policy making and subdivided it into 8 stages[22]. According to institutional and non-institutional participation can be distinguished according to legal basis[23].

Table 1. Arnstein citizen participation eight-step theory.

Step	Participation stage	Participation form
8	Citizen Control	Substantial participation
7	Delegated Power	
6	Partnership	
5	Placation	Formal participation
4	Consultation	
3	Informing	
2	Therapy	Nonparticipation
1	Manipulation	

2.2. The theory of co-production

1) The background of co-production theory

The social problems faced by modern society are not just solved in either government or private sector, but it shows that it is difficult to find alternatives unless it is a way of cooperation between the government and the private sector.

In particular, in the process of such cooperation, the government and the private sector need a cooperative relationship that shares the plan to responsibility beyond the extent of a little support or cooperation in providing the leading administrative services of either side[24]. From

this point of view, co-production theory emerged from the late 1960s. This co-production can contribute to the reduction of administrative costs and the practice of democratic administrative services through various opinions, and is recognized as an alternative to cope with various administrative services demand in a limited financial scale [25].

2) Definition of co-production

In the definition of the concept of co-production of urban public services, Whitaker & Sharp regards co-production as 'active citizen participation in service supply or joint production activities of citizens and government', and Kiser and Percy divide producers of public services into regular producers and consumer producers, and define co-production as 'cooperative service production activities between government bureaucracy as regular producers and citizens or customers as consumer producers' [26]. And Rosentraub and others view co-production as 'the citizen's contribution to the production of services in cooperation with the government, and the consumer's position as supplier at the same time' [27].

Co-production should consider the concept of 'cooperation' in conceptual discussion. This cooperation means cooperation between the public and private sectors, and co-production on a macro level can be seen as a type of private cooperation. Therefore, co-production tends to discuss not only active cooperation but also passive cooperation, which means private cooperation, and the conceptual range is determined accordingly. In the active co-production, the private sector does not only provide simple advice on the government-led public policy and service development process, but also becomes the subject of design, operation and management of policies in cooperation with the government.

According to the concept of co-production, it is possible for the private sector in co-production to play a role as co-producers who share the responsibility of service with the government [28], so it is necessary to share not only the plan, decision, and delivery of policies but also the evaluation of post-production results and the responsibilities that follow.

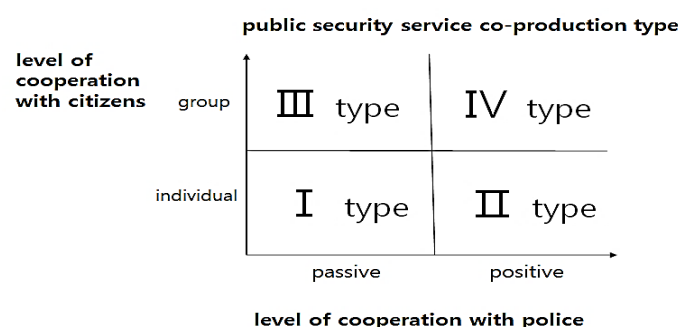
3) Type of co-production

Rich dividing co-production into active and passive activities, while simultaneously having negative consequences for local society (not reporting crime, neglecting fire risk). It was divided into false reporting, destruction of public property, and juvenile crime group behavior) and positive results. Active activities are divided into individual and collective ones, and co-production is divided into six types [29].

The types of co-production are largely classified into several types according to two criteria.

First, do citizens work individually or in groups? Second, they cooperate with the government to control each other's expectation level and behavior in their activities. Therefore, the level of cooperation between citizens can be set as one axis, and the level of cooperation between citizens and the government can be divided into four types [30].

Figure 1. Public security service co-production type.



3. Current Status of Citizen Participation Following the Introduction of the Autonomous Police System

3.1. Sejong special self-governing city

Sejong City Autonomous Police System It is expected that three solutions will be prepared, including the establishment of a citizen participation system and the expansion of the traffic safety deliberation committee. Recently, Chairman Kim Hyun-ok of the Special Committee on Citizen's Impression and Decentralization said in a press conference that he decided to promote the best floor operation, the operation of the traffic safety deliberation committee,

The citizen-centered network, 'Citizens' Maru', was organized and operated to reflect the voices of citizens to the local police. The implementation of the Autonomous police system has established a system in which citizens can actively reflect citizen's opinions as the decision-making body of police services, and when citizens find out the security problems of the local community and seek solutions, the Autonomous police committee decided to make them policy.

In addition, the Ordinance on the Establishment and Activation of Collaborative Governance System in Sejong Special Self-Governing Province as a Citizen Participation Ordinance. Sejong Special Self-Governing Province, the Basic Ordinance on Citizen Participation and others are enacted to support the participation of the citizens.

3.2. Daegu metropolitan city

Daegu City Autonomous Police Committee, Citizens-centered Network Council Operation Regulations, etc.

The Daegu Metropolitan Police Commission has held its 13th regular meeting at the meeting room of the committee at 2 pm on June 6 to enact and resolve the regulations on the operation of the citizen-centered autonomous police network council and speed up institutional infrastructure maintenance.

The decision on the establishment and operation of the Citizens-Centered Autonomous Police Network Council will make it clearer that the system can collect various opinions of the community on the Autonomous Police System, which will give more momentum to the operation of the Citizens-Centered Network Council, which is the first policy of the Daegu Autonomous Police.

3.3. Others city

Busan has formed a network for promoting resident-friendly projects that identify and improve regional security issues through civil, government and academic collaboration, and Chungcheongbuk-do is promoting the 'autonomous police policy field advisory group' for communication with the residents.

4. Problems and Development Plans of Citizen Participation in the Autonomous Police System

4.1. Problems with citizen participation

First, the level of citizen participation in the current status of citizen participation following the introduction of the self-governing police system is limited to formal participation, and the composition ratio of gender is not reasonable. (You can participate as a member of the Police Committee, but it is a small number and the subject of participation is very narrow) [31].

Second, there is no resident participation system, there is no independent homepage, it is

insufficient in the homepage composition, and there is not enough contents for citizens to participate directly.

Third, citizen-centered participation policy is insufficient. Some municipal and provincial autonomous police committees present policies through citizen participation as major security policies, but many of them have changed some of the existing policies or stayed in venture marking level, so actual participation of residents is not done[16].

4.2. A plan for the development of citizen participation in the autonomous police system

1) Regular policy proposal system competitions shall be held.

Like the policy proposal system promoted by Daegu Metropolitan City and Gyeongsangnam-do Autonomous Police Committee, regular policy proposal contests should be held regularly to encourage citizens to participate actively.

2) The Autonomous police committee should establish its own website.

Currently, the Korean Self-Governing Police Commission is not building its own homepage (using part of the homepage of local governments), so it is necessary to establish its own home page and activate online residents' participation because there is a limit to residents' participation.

3) Local governments shall enact ordinances related to civic participation

Local governments shall establish an ordinance to promote residents' participation and prepare a system for residents' participation.(Ordinances on the Establishment and Activation of a Cooperative Governance System in Sejong Special Self-Governing City [Enforcement Decree of the same Act]; Sejong Special Self-Governing City Basic Ordinance on Citizen Participation [Enforcement Decree 2021.07.15].)

4) Plans for vitalizing citizen participation

First, it is necessary to establish a unique homepage and strengthen the publicity in order to actively encourage citizens' participation. In other words, it is necessary to actively promote and provide institutional support so that local citizens can actively know and participate in the main policies of the autonomous police committee.

Second, active interactive communication plans should be sought to promote citizen participation(regular meetings, holding briefing sessions, etc.).

Third, it is necessary to seek cooperation in the level of co-production in the security service. Examples) Establishment of a women's safety platform, establishment of a children's safety platform (traffic accident), establishment of a suicide prevention platform, etc.

Fourth, it is the enactment of ordinances of local governments that can activate citizen participation.

(i) Ordinances on the Establishment and Activation of a Cooperative Governance System in Sejong Special Self-Governing City (Enforcement Decree of the same Act);

Sejong Special Self-Governing City Basic Ordinance on Citizen Participation [Enforcement Decree 2021.07.15]

Fifth, the activation of citizen participation through the network construction of police cooperation organizations and civic groups related to security services should be promoted.

5. Conclusion

This study aims to examine the current status of citizen participation in the self-governing police system, which has been implemented since July 1, 2021, focusing on metropolitan municipalities in Korea, and to suggest improvement plans for revitalization.

The current citizen participation in the self-governing police system is limited to formal participation because there is a lack of system and support to be a citizen participation.

As an improvement plan, first, it is necessary to open a unique homepage and strengthen the publicity in order to actively encourage citizens' participation.

In other words, it is necessary to actively promote and provide institutional support so that local citizens can actively know and participate in the main policies of the autonomous police committee.

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Fifth, the activation of citizen participation through the network construction of police cooperation organizations and civic groups related to security services should be promoted.

For the successful settlement of the self-governing police system, citizen participation should be activated so that it can be a police activity that meets the needs of residents and the residents who are the purpose of the self-governing police system.

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7. Appendix

7.1. Authors contribution

	Initial name	Contribution
Lead Author	SL	<ul style="list-style-type: none"> -Set of concepts <input checked="" type="checkbox"/> -Design <input checked="" type="checkbox"/> -Getting results <input checked="" type="checkbox"/> -Analysis <input checked="" type="checkbox"/> -Make a significant contribution to collection <input checked="" type="checkbox"/> -Final approval of the paper <input checked="" type="checkbox"/> -Corresponding <input checked="" type="checkbox"/> -Play a decisive role in modification <input checked="" type="checkbox"/>
Corresponding Author*	YK	<ul style="list-style-type: none"> -Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/> -Participants in Drafting and Revising Papers <input checked="" type="checkbox"/> -Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>

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Legislative Direction and Regulation according to the Decision to be Nonconforming to the Constitution of the Crimes of Abortion

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Abstract

Purpose: On April 11, 2019 (2017Hun-Ba127 decision), the Constitutional Court ruled that the “self-abortion” and “Abortion by Doctor” in the Criminal Act were nonconforming to the Constitution because they limit women’s right to self-determination. Abortion is one of the provisions of Article 10 of the Constitution, the right to self-determination derived from the dignity and value of human beings. On the other hand, the state also has an obligation to protect the life of the fetus. The purpose of this study is to examine foreign legislative cases related to abortion in order to harmoniously resolve the basic rights of the pregnant woman and the fetus in order to meet the request of the Constitutional Court, and to suggest a legislative direction to remove the unconstitutionality of the criminal abortion crime. In addition, we would like to examine the Maternal and Child Health Act for coherence of the legal system.

Method: Whether or not to punish abortion is one of the issues that have been controversial in society so far. If the punishment for the crime of abortion is completely banned, the right to life of the fetus may be neglected. To this end, first, I would like to review the contents of the Constitutional Court's decision on the punishment for the crime of abortion. Second, the current state of punishment for abortion is reviewed by reviewing foreign comparative laws on the crime of abortion. Third, the legal, medical, moral, and religious perspectives on punishment for abortion are reviewed. Fourth, based on the discussion so far, I would like to suggest the direction of legislation for the punishment of abortion crimes.

Results: The punishment for abortion should not be viewed as a choice between a woman's right to self-determination and the fetus's right to life. Revision of the law should be made in the direction of recognizing and protecting the two legal interests. Article 15 of the current Enforcement Decree of the Maternal and Child Health Act stipulates that abortion is permitted within 24 weeks. However, it is reasonable to refer to the government's legislation and decide whether to allow it based on the 22 weeks of pregnancy, which is the period when the fetus can survive independently, or based on the 3·3·3 principle or reasons for adaptation. In addition, economic and social factors and the period of deliberation should be considered.

Conclusion: Punishment for abortion is structured in a way that women's right to self-determination and the basic right of the fetus to life are in conflict. In order to resolve these conflicts harmoniously and constitutionally, political, economic, social and cultural integration must be achieved by stipulating in detail the permissible scope of abortion, when it is permitted, the procedure and method of permissible abortion.

[Keywords] Abortion, Right for Self-Determination, Life of the Fetus, Social and Economic Reasons, Nonconforming to the Constitution

1. Introduction

The Constitutional Court ruled that the 'self-abortion' and 'Abortion by Doctor' were not un-

constitutional, but inconsistent with the Constitution. Although 'nonconforming to the Constitution decision' reveals the unconstitutionality of the law, in order to prevent legal confusion resulting from the loss of the effect of the relevant provision from that day, the decision is a modification decision that temporarily recognizes the legal effect until the relevant law is amended. In other words, it is to suspend the effect or set a time limit until the legislative body revises or repeals the law, leaving the text as it is, to temporarily continue the provision of the law. This is done with the intention of providing a certain grace period to prevent social confusion that may arise if a decision is made to be completely unconstitutional and the legal effect is immediately suspended.

In order to make a decision unconstitutional, the consent of at least six of the Constitutional Court judges is required. If a decision is unconstitutional, the National Assembly and the Executive must amend the relevant laws within the period suggested by the Constitutional Court. If the law is not amended by the deadline set by the Constitutional Court, the law becomes invalid. Therefore, the crime of abortion stands at a crossroads of choice. In other words, the question is whether to completely abolish or amend the crime of abortion.

First of all, if the abortion crime is abolished, the fetus' right to life cannot be protected and there is a risk of abuse. Therefore, after removing the unconstitutionality of the abortion crime, legislation through amendment of the provisions of the law should be implemented. When selecting a revision, the timing of permitting abortion, reasons for permitting abortion, procedures and methods of permitting abortion, etc. should be considered.

In Korea, the crime of abortion is one of the crimes that has long been debated about decriminalization. This is because crimes stipulated in the Criminal Act require the appropriateness and necessity of punishment, and the crime of abortion has been controversial in these requirements. As of January 2022, the National Assembly has not revised the abortion crime, so the current effect is lost (January 31, 2021). Therefore, it is intended to explain the points to be taken into account in the legislation of regulations related to abortion in the future, and to harmoniously resolve the conflict between a woman's right to self-determination and the fetus' right to life through a legal, medical, and ethical approach. This is because the fetus is a problem that is in line with the point of view of respect for life.

On April 11, 2019, the Constitutional Court ruled that Articles 269 (1) and 270 (1) of the Criminal Act, the "doctor" part is not in conformity with the Constitution. as it limits a pregnant woman's right to self-determination. Considering all women's right to self-determination, it was decided that the amendment legislation should be passed by December 31, 2020. However, the National Assembly has not yet passed the amendment bill.

Therefore, this study intends to propose a legislative proposal that reflects the rational and social conditions regarding the crime of abortion. In addition, 'the Maternal and Child Health Act' engraves the illegality of abortion when there is a certain reason, and it is necessary to consider this. The core of the discussion will be the timing of permitting abortion and the conditions for permitting abortion (whether social or economic reasons are added or not), since the complete abolition of the crime of abortion infringes on the fetus's right to life. In addition, a lot of thought is needed in terms of legal, sociological, philosophical, and religious aspects related to abortion. In the past, abortion was a topic of decriminalization with drug crimes such as marijuana and adultery[1].

2. Current State of Abortion

Abortion is the number one cause of death worldwide for the second year in a row. In 2021 alone, about 42.6 million abortions were performed. This is three times more than the 13 million

deaths from infectious diseases(COVID 19 etc.), the second leading cause of death worldwide [2].

Currently, more than 61 countries fully allow abortion, but laws that respect life are still needed to prevent unnecessary abortion. According to Worldometer, an international statistics site, as of January 13, 2022, the number of abortions worldwide this year has surpassed 1.4 million. The World Health Organization (WHO) estimates that there are between 40 and 50 million abortions worldwide each year, equating to more than 125,000 abortions per day. If we check the status of abortion in the UN member states based on the World Health Organization (WHO) data, the number of countries that prohibit abortion accounts for two-thirds of the UN member states.

About 131 countries (67%) do not allow abortion at the request of pregnant women, and 122 countries (63%) do not allow abortion even for social and economic reasons. According to the Korea Statistical Office in 2019, the number of newborns in 2019 was about 303,100, and the number of abortions was 1.1 million a year, which is three times the number of newborns. The decriminalization of abortion is due to the weakening of the normative power of the criminal law[3]. This is the highest among OECD countries. In such a situation, the question of whether the punishment for the crime of abortion is maintained or not. Protection of the unborn child should be prevented through national and community action[4].

Table 1. Abortion laws around the world.

Abortion Law Status	Number of countries	Nation	World Population Percentage
Totally prohibited/allowed in case of risk to maternal life	66	Brazil, Tanzania,	25.5%
Permissible in case of maternal health risk	59	Korea, Zimbabwe, Monaco,	13.8%
Allowed considering the socioeconomic circumstances of pregnant women	13	UK, Japan, Finland,	21.3%
Fully allowed	61	USA, China, Germany, France	39.5%

Note : World health organization.

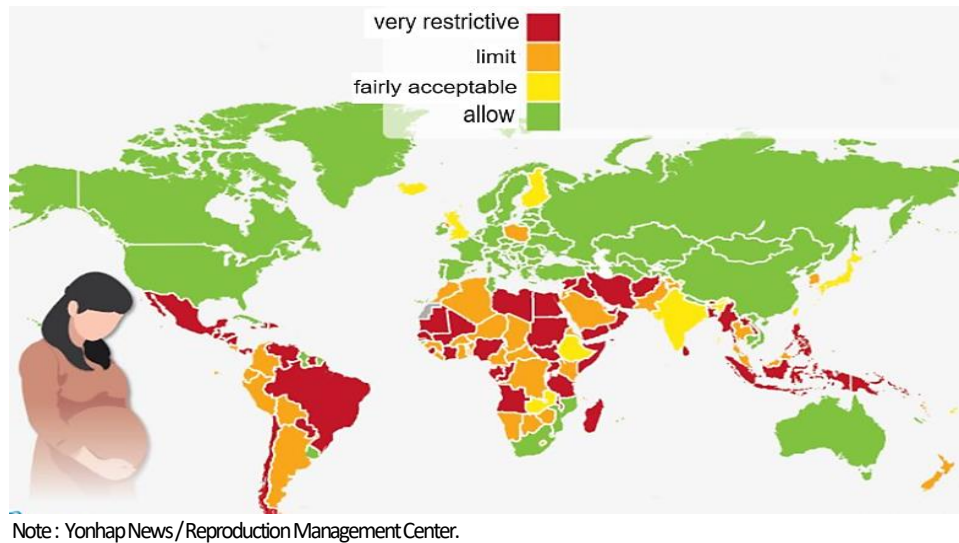
3. Responses to Abortion in Each Country

Before looking at the legislative direction of abortion crimes in Korea, it is necessary to look at the legislative examples of other countries. Laws vary from country to country according to the times and social environment[5].

First, it is necessary to understand the constitutional status of each country, the protection of life and women's right to self-determination, etc. In addition, abortion laws and policies should also be looked at because a number of factors such as values, ideologies, culture, and the bio field related to assisted reproductive technology are intricately intertwined with abortion.

Also, in enacting Korea's abortion-related legislation, it is very important to examine the United States' Fetal Heart Rate Act, global statistics related to abortion, and the reasons for exceptions to the crime of abortion.

Figure 1. Permissible Scope of World Abortion Law.



3.1. United States of America

In the United States, since 'the Roe v. Wade' decision in 1973, which legalized abortion, individual laws have been attempted on a state-by-state basis to overturn this ruling. Two states in 2013 and nine states in 2018-2020 enacted fetal heart rate laws, and many other states are attempting to enact this law. However, in the United States, unlike Korea, a case in a state can only be changed if it goes to the Supreme Court of the United States. As a result, even if it has not yet been implemented, a law is being prepared that can be implemented immediately if the Roe v. Wade change[6][7].

Currently, 41 out of 50 states in the US require only qualified doctors to perform an abortion, and 27 states require a certain period of contemplation (usually 24 hours, up to 72 hours) in case of an abortion. . In 43 states, in principle, abortion is prohibited after the point at which it can be judged that the fetus has independent viability (between about 20 and 24 weeks), and in 19 states, it is the time when the fetus can be judged to have independent viability. From then on, it is stipulated that doctors other than the attending physician must participate in the treatment for abortion. Twenty states also ban so-called "partial-birth abortion" as a restriction on the method of abortion. The U.S. Supreme Court ruled that the prohibition of partial maternity abortion was unconstitutional in 2000 by infringing on women's right to abortion [8][9].

In the United States in 1973, Roe v. In the Wade judgment, the woman's right to abortion was widely recognized as an essential right, and the possibility of abortion was judged through the so-called 'three-month period division method'.

However, in 1992 Planned 'Parenthood v. In Casey's decision', by recognizing the possibility of independent survival of the fetus at an earlier stage due to medical advances, the right to abortion was put as a brake on women's right to abortion. In order to take the place of the constitutionality review of Since then, the unreasonable burden standard has played an important role as a review standard for the abortion control law. The criteria for reviewing unreasonable burden means that the Abortion Restriction Act becomes unconstitutional if the purpose of the legislation on restricting abortion or its effect causes any substantial obstacles to a pregnant woman who intends to undergo an abortion before the fetus's independent viability is recognized. It means you have to help it down [10][11].

3.2. United kingdom

The UK was the first country in Europe to legalize abortion. In the United Kingdom, Section 58 of the Offenses Against the Person Act 1861 states that a pregnant woman attempting a miscarriage unlawfully administers a toxic or other harmful substance or unlawfully uses a device or other means to have an abortion; It also stipulates that a person who intends to have a woman have an abortion is guilty of a felony if he unlawfully administers or aids in the administration of toxic or other harmful substances to a woman, or uses a device or other method with the intention of unlawfully to do so. In the case of a 14-year-old girl named Bouren, who was raped by five soldiers and gave birth to unwanted pregnancies, a prominent London obstetrician-gynecologist performed an abortion on the 6-week-old girl, which was enacted in the 1861 "The Offenses Against the Persons Act". An indictment was brought on the grounds that it was an illegal operation, an exception to Section 58 of the Person Act 1861' [12][13].

However, the court said, "If a doctor diagnoses that there is a risk of physical or mental destruction of a woman as a result of continuation of pregnancy with a reasonable and correct judgment, and an abortion is performed for the purpose of preserving a woman's life, it does not constitute an illegal abortion. It was acquitted. 'R v. The Bourne judgment' recognized abortions performed to protect women's lives. In 1990, the period allowed for abortion was reduced to 24 weeks of gestation, and the general attitude toward abortion was generous[14].

3.3. Germany

In Germany, on June 18, 1974, in the 5th amendment to the Criminal Act, "If a pregnant woman who is within 12 weeks of pregnancy voluntarily performs an abortion through a doctor, she must consult a doctor, and after consultation, an abortion performed by a doctor is not punishable. The reasons for allowing abortion were stipulated. However, Article 218a of the 1974 Criminal Act, which allowed abortion within 12 weeks in 1975, was judged unconstitutional on the grounds that it violated the provisions of the German Basic Law for the protection of human dignity and the right to life. After the decision to be unconstitutional, the German Bundestag adopted the adaptive solution method that, through the 15th amendment of the Criminal Code on May 18, 1975, penalized abortion in principle and allowed abortion in exceptional cases when there was a certain justifiable reason. In other words, abortion was permitted exceptionally for medical reasons, eugenic reasons, sexual offenses such as rape, and social and economic difficulties due to pregnancy[15][16].

However, on May 28, 1993, after receiving the advice, it was decided that Articles 218a and 219 of the Criminal Code, which stipulated that an abortion performed by a doctor within 12 weeks was not illegal, were unconstitutional. After this decision, the 'Pregnancy and Family Assistance Act' was amended on August 21, 1995, and it has been maintained to this day. In other words, in Article 218a (1) of the German Criminal Code, "The pregnant woman has requested an abortion, and after receiving a confirmation from the Kwanin counseling center, she must prove it to the doctor who will perform the operation 3 days before the operation. Pregnancy within 12 weeks does not fall under the elements of the crime of abortion."

In summary, the Germans judged the period resolution method that allowed abortion within 12 weeks of pregnancy to be unconstitutional, and adopted the adaptive resolution method that allowed abortion under certain circumstances while maintaining the illegality of abortion. In addition, a period resolution method that does not punish abortions performed by a doctor within 12 weeks of pregnancy was also adopted. This resolution method resolves the conflict between the fetus' right to life and the pregnant woman's right to self-determination in a harmonious manner[17][18].

3.4. Japan

In Japan, the crime of abortion has been stipulated since the enactment of the old Criminal Act in 1880, following the new Criminal Act in 1907. On the other hand, Japan enacted the Eugenic Protection Act in 1948 and widely allowed abortion when there is a certain justification, so the provisions on the crime of abortion in the Criminal Act were almost privatized. In 1996, the Eugenic Protection Act was amended to the Maternal Protection Act, and in the case of rape, abortion was permitted in cases where the continuation of pregnancy or childbirth would clearly harm the health of the mother due to physical or economic reasons. The requirement for a legal abortion is that a doctor designated by the Korean Medical Association must obtain the consent of the person and his or her spouse, and the period of permission for an abortion must be 22 weeks in advance[19][20].

4. Legislative Direction on the Crime of Abortion

Beccaria argued that punishment is not a means of retribution, but a means of preventing crime in society, and that it should be limited to the minimum necessary for the purpose of preventing crime. In addition, it was considered that the degree of punishment is sufficient to cause the offender to slightly exceed the loss he or she loses through the punishment rather than the profit gained by the crime. Emphasizing general prevention, he argued that crimes were prevented by the degree of speed, certainty, and severity of the punishment, as well as the amount of punishment[21].

The government's amendments to the Criminal Act and Maternal and Child Health Act are as follows.

- Until the 14th week of her pregnancy, a pregnant woman can decide whether or not to have an abortion at her own discretion without any cause or procedure. (Article 270-2 of the Criminal Act).
- Abortions for social and economic reasons are permitted between the 15th and 24th weeks of pregnancy. However, 24 hours must pass after receiving the consultation specified by the Maternal and Child Health Act. (Article 270-2 of the Criminal Act)
- Drug abortion is allowed. (Article 2 of the Maternal and Child Health Act)
- For minors aged 16 and over, abortion is possible without parental consent only with a confirmation of the fact of counseling. (Article 14-2 of the Maternal and Child Health Act)
- There are no qualifications for counselors dealing with important issues related to abortion. (Article 14-2 of the Maternal and Child Health Act)

Criticism of the amendment is that first, it does not faithfully protect the right to life of the fetus. In other words, the Opposition opposes allowing abortion for socio-economic reasons. It also opposes the decision on whether to allow abortion by period based on 14 weeks. Second, it poses a very serious threat to women's health. This is because the Special Committee on Abortion Law, representing all obstetrics and gynecology in Korea, is of the opinion that unconditional abortion should not exceed 10 weeks. The increase in the number of weeks of abortion significantly increases the risk of death from various complications and excessive bleeding[22][23].

The gist of the amendment is to allow abortions up to 14 weeks of pregnancy, and to allow limited allowances until 24 weeks in cases of genetic diseases, sexual offenses, or social or economic reasons. In addition, although it is currently possible to perform artificial abortion (abortion) only with a doctor's procedure or surgery, the legalization of the abortion drug 'Mipgene'

can be done using drugs. Currently, according to the Ministry of Health and Welfare and the Ministry of Food and Drug Safety, unauthorized abortion drugs are still illegal. If the law is revised, it will be possible to use it domestically, but there is a heated debate about the pros and cons of permitting it. Those who want to allow abortion argue for the legalization of Mifegene for reasons such as women's happiness and self-determination, but oppose the introduction of Miifgene for reasons such as the fetus's right to life and drug abuse.

4.1. When to allow abortion

The Constitutional Court prohibits abortion after this period in principle, based on the 22nd week of pregnancy, when the fetus can survive independently. It was judged that abortion could be permitted in very exceptional cases, such as cases. In addition, it was determined that abortion could be permitted without any restrictions until 14 weeks of pregnancy. Pregnant women are usually aware of the fact that they are pregnant before 8 weeks of pregnancy, and can have an abortion by drug until about 9 weeks of pregnancy. Therefore, comparing the opinions of the Constitutional Court and foreign legislative cases, it seems reasonable to set the total period of permissible abortion to 14 weeks of pregnancy. In addition, it is reasonable to allow abortion only when there are reasons for eugenic adaptation, ethical adaptation, medical adaptation, and socioeconomic adaptation based on the 22nd week of pregnancy, the time when the fetus can survive independently. Of course, the current Maternal and Child Health Act also needs to be revised from 24 weeks, when abortion is possible, to 22 weeks[24][25].

4.2. Abortion permissible range (including socio-economic reasons)

Korea's Maternal and Child Health Act stipulates reasons for the disappearance of illegality in certain cases. Namely, eugenic adaptation, ethical adaptation, and medical adaptation. If the punishment for abortion is amended, the question is whether to allow abortion for socio-economic reasons. The reason the punishment for abortion did not fulfill its original function is that it does not allow abortion for socio-economic reasons, which account for most of the actual situation. According to a study by the Ministry of Health and Welfare, a high proportion of abortions are due to low income or unstable employment due to socioeconomic circumstances. As the birth and rearing of the fetus is the domain of control and responsibility of the pregnant woman, socio-economic requirements are very important. Eugenic adaptation, which is one of the reasons for the illegality of abortion in the Maternal and Child Health Act, also played a major role in reducing social costs and burdens on families due to future disabilities or diseases, and to alleviate the pain of the unborn baby. By the same logic, considering the social and economic situation, human dignity can be realized in terms of the pregnant woman's right to self-determination and the fetus's right to pursue happiness[26][27][28].

Of course, if social settlement reasons are introduced, abortion can be completely permitted in reality, and criticisms are raised that it is difficult to objectively judge because the concept of socioeconomic reason is unclear and ambiguous, and there is a lot of risk of arbitrary abuse. However, in order to guarantee women's right to self-determination, it is appropriate to allow abortion for socio-economic reasons. In order to solve these problems, it is necessary to supplement it through counseling procedures and deliberation periods related to abortion. The government's legislative proposal suggests that abortions for socio-economic reasons are discriminatory according to the gestation period (14 weeks or less / 14 weeks to 22 weeks / 22 weeks or more).

4.3. Abortion procedure and method (whether or not an abortion contemplation period is introduced)

Even when abortion is possible, it is necessary to institutionalize the consultation with doctors as in Germany. Pregnant women can obtain information about pregnancy, childbirth, and abortion through counseling, and get advice on rational solutions. The counselor must explain legal,

ethical and medical issues. In addition, it should be institutionalized so that abortions are performed in hospitals designated by the government, such as the preparation of an advance directive in the Life-sustaining Medical Act.

The Maternal and Child Health Act is permitted when all the reasons for the abortion are satisfied within 24 weeks of pregnancy, the consent of the spouse, etc., doctor, and justification. Detailed procedures and methods should be supplemented through legislation. And the Constitutional Court left it to the discretion of the legislator as to whether or not to introduce a deliberation period. In the Netherlands, it is stipulated that an abortion can only be performed at a hospital that has been licensed for abortion procedure after consulting a doctor and undergoing a 6-day deliberation period. With reference to this, it is necessary to stipulate in the law a five-day deliberation period after consulting a doctor for an abortion [29].

4.4. Resolving discrepancies with other laws

In Korea, regulations on punishment for abortion were stipulated in two ways: the Criminal Act or the Maternal and Child Health Act. However, it is desirable to unify the abortion-related regulations before the criminal code through amendment of the law. In other words, it is reasonable from the viewpoint of general prevention and legal uniformity of the general public to stipulate abortion punishment regulations, reasons for permitting abortion, period of permitting abortion, and procedural regulations before the Criminal Code. In addition, the Bioethics and Safety Act stipulates what medical institutions must comply with for the protection of human dignity and identity in the creation and research of embryos. related matters are strictly managed. Embryos and fetuses are classified according to whether they are implanted in the uterus, and differentiated standards should be applied to fetuses that should be legally protected more than embryos

5. Conclusion

Abortion is a historically hot, and arduous topic that sparks fierce debate around the world. Abortion is the artificial severance of living beings. A social atmosphere in which fetal life is respected is very important. A society that respects the life of the fetus should be established, and the law against abortion should be operated as a social law network that stably protects the society.

When fetus enters the 5th week of pregnancy, the fetus's heart begins to beat, and at the 10th week of pregnancy, it changes into a human-like appearance. As the fetus is the weakest member of society, it is urgent to form a social atmosphere where they are respected as a person.

The law is the last bulwark to prevent unnecessary abortion, and legal discussion is needed to prevent the spread of unconditional abortion. Considering the specificity of the fetus, it is appropriate to vary the degree of protection or the means of protection according to the developmental stage of human life by limiting the range and time that can be allowed for abortion [30].

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7. Appendix

7.1. Authors contribution

	Initial name	Contribution
Author	GP	<ul style="list-style-type: none">-Set of concepts <input checked="" type="checkbox"/>-Design <input checked="" type="checkbox"/>-Getting results <input checked="" type="checkbox"/>-Analysis <input checked="" type="checkbox"/>-Make a significant contribution to collection <input checked="" type="checkbox"/>-Final approval of the paper <input checked="" type="checkbox"/>-Corresponding <input checked="" type="checkbox"/>-Play a decisive role in modification <input checked="" type="checkbox"/>-Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/>-Participants in Drafting and Revising Papers <input checked="" type="checkbox"/>-Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>

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A Study on the Effect of Police Officers' Organizational Fairness Regulations and Power Distance Tendency on Organizational Effectiveness

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Abstract

Purpose: This study comprehensively identified which of the sub-Factor s of organizational fairness they perceived had a positive effect on organizational effectiveness. In addition, this study verified how power distance tendency, an individual characteristic variable, affects the relationship between their job satisfaction, organizational commitment, and organizational citizenship behavior.

Method: The scope and method of this study are as follows. First, the time range of the study ran from December 1, 2020 until December 30, 2020, and the spatial range of the study was the Daegu Metropolitan Police Agency, 10 police stations affiliated, and 31 patrol divisions within the police station. Second, as for the method of the study, a reference study and an empirical study were concurrently conducted via a questionnaire survey.

Results: The results of this study are as follows. First, it was found that the organizational fairness perceived by police officers had a significant positive effect on organizational effectiveness. Second, in the influence of power distance tendency on organizational effectiveness, it was found that the higher the power distance tendency, the more negative effect on job satisfaction, organizational commitment, and organizational citizenship behavior.

Conclusion: The implications of this study are as follows. First, the establishment of a fair police organizational culture should precede. Second, in order to ensure that individual police officers have an active and positive attitude in enhancing organizational effectiveness, organizational efforts should be made to resolve complaints based on compensation results. Third, it is necessary to solve operational problems by receiving expert diagnoses on the operation of the performance-based pay system of the police organization and to actively collect and reflect the opinions of police officers who are subject to application.

[Keywords] Organizational Fairness, Power Distance Tendency, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior

1. Introduction

Organizational members' perception of fairness in compensation received from the organization and recognition of the level of compensation, which is the price of contribution and commitment to the organization, are drawing attention as major influencing Factors[1]. In Korean society, organizational fairness is illuminated as an important social ideology in various fields, and many related fairness policies are applied in various fields. Organizational managers are showing more interest in fairness because organizational fairness improves organizational performance by promoting job satisfaction and organizational commitment through fair compensation for organizational members regardless of public or private organizations.

With this in mind, this study focused on organizational fairness and power distance orientation suggested by Hofstede (1980)[2]. Power distance tendency is a concept that approaches

power distance, one of the national cultural dimensions proposed by Hofstede (1980), as a variable at the individual level. Power distance tendency was proposed in an early study by Kirkman et al. (2009) , and the power distance was conceptualized as an individual-level variable, focusing on the difference in the degree to which each individual accepts unequal power allocation[3].

Based on these findings, it can be predicted that in the case of members of an organization with a high power distance tendency, the perception of organizational fairness may not necessarily have a positive effect on variables related to organizational effectiveness such as job satisfaction, organizational commitment, and organizational citizenship behavior. Therefore, research on power distance tendency can be seen as having more important meaning in police organizations, and it can be said that it is a meaningful study to consider organizational fairness and power distance tendency. However, research on the subject of organizational fairness and power distance has not been sufficiently conducted, and in particular, research on police organizations is insufficient, which made this research difficult to conduct. Nonetheless, this study is expected to contribute to further expanding the concept of organizational fairness and power distance tendency, raising awareness of organizational fairness and power distance tendency of police officers engaged in security work and improving the organizational effectiveness of the police.

The purpose of this study is to investigate the causal relationship between three sub-factors of organizational fairness, power distance tendency, and organizational effectiveness based on previous studies. Furthermore, based on the analysis results, policy alternatives that can improve the organizational effectiveness of police organizations are proposed. The differences between this study and previous studies are summarized in the following. There has not been sufficient research on organizational fairness and power distance tendency, and it is difficult to find the results of studying power distance tendency, especially for police organizations. Therefore, this study can contribute to enhancing the organizational effectiveness of police organizations by expanding and applying the concepts of organizational fairness and power distance tendency to police organizations through the perception of police officers.

2. Theoretical Background

2.1. Organizational fairness

2.1.1. Concept of organizational fairness

Alexander & Ruderman (1987) defined organizational fairness as being directly related to the process and means of compensation, and to the extent that individuals within the organization perceive whether the procedures used in the fair compensation process are fair[4]. Greenberg (1990) defined organizational fairness as the level of subjective perception of organizational members as to whether the compensation provided by the organization is fair, and suggested subsequent research directions through previous studies on fairness[5]. This means that if members of the organization are perceived to be treated fairly, they show a positive attitude toward work results or managers. Some studies have evidence that unsatisfactory compensation can be accepted if members are treated with fair procedures and respect for individual dignity (Skarlicki & Folger, 1997)[6].

Folger & Konovsky (1989) viewed organizational fairness as the degree to which the members perceived whether the means, processes, and procedures used to determine the total amount of compensation were fair[7]. Rup & Cropanzano (2002) defined organizational fairness as recognizing the degree of fairness by comparing the rewards received by organizational members with the efforts to put into their jobs[8]. Based on these preceding studies, this study defines organizational fairness as the fair degree of treatment received by members of the organization.

2.1.2. Components of organizational fairness

Organizational fairness has three dimensions: fairness of distribution, fairness of procedure, and fairness of interaction[9]. This is divided into fairness of distribution for decision-making outcomes, fairness of procedure for decision-making procedures, and fairness of interaction for individual interactions in the delivery of procedures, performance, and outcomes. First, fairness of distribution refers to perceived fairness in clear consequences among members of the organization. Second, fairness of procedure is defined as perceived fairness in policies and procedures and is used by organizational decision-makers as a criterion for reaching the outcome of arguments or negotiations. Third, fairness of interaction is fairness in terms of considering the nature of treatment received from others as an important Factor in the perception of fairness.

2.2. Power distance tendency

2.2.1. Concept of the power distance tendency

Power distance is a concept advocated by psychologist Mulder (1977) and was defined as "the degree to which the allocation of power in a social system is unequal among members of society"[10]. However, Hofstede (1980) defined the concept of power distance as the degree to which it is accepted that power is unequally distributed in groups and organizations rather than focusing on the unequal allocation of power suggested by Mulder (1977).

Clugston, Howell, and Dorfman (2000) defined the individual-level power distance as the degree to which individuals accept the power that is unequally distributed within groups and organizations[11]. In addition, Kirkman et al. (2009) cited the concepts of individualism and collectivism included in the national cultural level and argued that the power distance can also be divided into a collective level and an individual level. In addition, in order to distinguish between the group level and the individual level of power, the individual level of power distance was referred to as power distance orientation. Therefore, the concept of power distance tendency is based on the concept of power distance suggested by Hofstede (1980, 2001), and focuses on individual differences in perception of unequal distribution of power according to the level of power distance tendency, perception of superiors, and perception of decision-making participation[12].

2.2.2. Influence of power distance tendency

Taras, Kirkman, and Steel (2010) analyzed the effects and results of power distance within the organization through extensive literature research on power distance and presented them by level[13].

First, at the individual level, it was confirmed that the distance of power had a positive relationship with absenteeism, sensitivity to others, satisfaction with the job and superiors, perception of organizational fairness, continuous commitment, normative commitment, trust, compliance, directive leadership, and religious integrity. Second, the distance of power affects the impersonal supervision of the boss. Hofstede (1980) said that impersonal treatment of a boss often occurs in a culture with a high power distance, and this impersonal behavior is an action to strengthen the power distance of the boss. Third, the distance of power affects the expression of emotions of supervisors and employees. Hecht & LaFrance (1998) said that people in power express their feelings, but people with little power tend to express positive feelings even though they did not. Fourth, the distance of power affects the employee's job-related attitude and behavior. It has been confirmed that employees' desirable attitudes and behaviors are weakened in the context of high power distance within the organization (Daniels & Greguras, 2014). Farh et al (2007) found that if the distance of power is high, the relationship between perceived organizational support (POS) and job performance, commitment, and organizational citizenship behavior weakens[14][15][16][17].

2.3. Organizational effectiveness

2.3.1. Concept of organizational effectiveness

Organizational effectiveness is a means of measuring organizational performance. This is an important evaluation criterion for measuring organizational activity, and at the same time, organizational researchers can present a conceptual framework for comparing multiple organizations, so conceptualization suitable for research subjects is necessary. The approach to organizational effectiveness is largely divided into traditional and modern methods. Traditional methods include a goal approach to evaluate organizational effectiveness in terms of output, a system approach to evaluate organizational effectiveness in terms of input, and an internal process approach to evaluate organizational effectiveness in terms of internal activities.

However, the above-mentioned approach is a method of evaluating organizational effectiveness only targeting specific aspects of the organization, and there are many shortcomings in the overall aspect of evaluating the organization. Therefore, the stakeholder approach and the competitive value approach, which are ways to consider the overall aspect of the organization, are proposed to overcome the problems of the traditional method [18].

2.3.2. Components of organizational effectiveness

Organizational effectiveness is used as a result variable when performance is extensively measured, and as a dependent variable when prescribing to increase organizational effectiveness. When operational definitions are made to evaluate organizational effectiveness, organizational effectiveness is generally defined as job satisfaction, organizational commitment, perception of performance, degree of conflict within the organization, organizational adaptability, organizational citizenship behavior, and social evaluation.

When operational definitions are made to measure organizational effectiveness, organizational effectiveness is generally divided into "objective indicators" that represent economic results such as asset growth and profitability, and "subjective indicators" such as job satisfaction, organizational commitment, and organizational citizenship behavior. The subjective indicator of organizational effectiveness has the advantage of clearer measurement results than objective indicators. In addition, in the case of administrative organizations, it is difficult to measure economic performance and its meaning is relatively weak compared to private corporate organizations, so subjective indicators are widely used. Accordingly, in this study, job satisfaction, organizational commitment, and organizational citizenship behavior, which are most commonly used as subjective indicators to measure organizational effectiveness, were used as evaluation indicators of organizational effectiveness [19].

2.4. Previous studies between variables

2.4.1. Relationship between organizational fairness and organizational effectiveness

In many previous studies, organizational fairness was found to have a positive effect on job satisfaction, organizational commitment, and organizational citizenship behavior, which are variables of organizational effectiveness of members directly or indirectly. The preceding studies related to this are reviewed as follows.

Moorman (1991) presented the results that fairness of distribution, fairness of procedure, and fairness of interaction, which are three dimensions of organizational fairness, all have a positive effect on job satisfaction [20]. In a study by Lowe & Vodanovich (1995) and Loi et al. (2006), fairness of procedure and fairness of distribution were studied to have a positive effect on members' job satisfaction and organizational commitment. In a study by Schappe (1998), it was also found that fairness of distribution and fairness of procedure had a positive effect on job satisfaction. In a study by Alexander and Ruderman (1987), it was found that fairness of

distribution and fairness of procedure had a positive effect on the job satisfaction of members, and fairness of procedure had a greater effect than fairness of distribution[21][22][23].

2.4.2. Relationship between power distance tendency and organizational effectiveness

Previous studies on power distance tendency saw that organizational performance may vary because each member's dependence on their boss and perception of the degree of participation in decision-making vary greatly depending on the power distance tendency (Lee Gong-hee, Lee Ho-sun, 2012; Lee Hyun-woong, Jeon Jeong-ho, 2016; Hofstede, 1980, 2001; Khatri, 2009)[24][25][26].

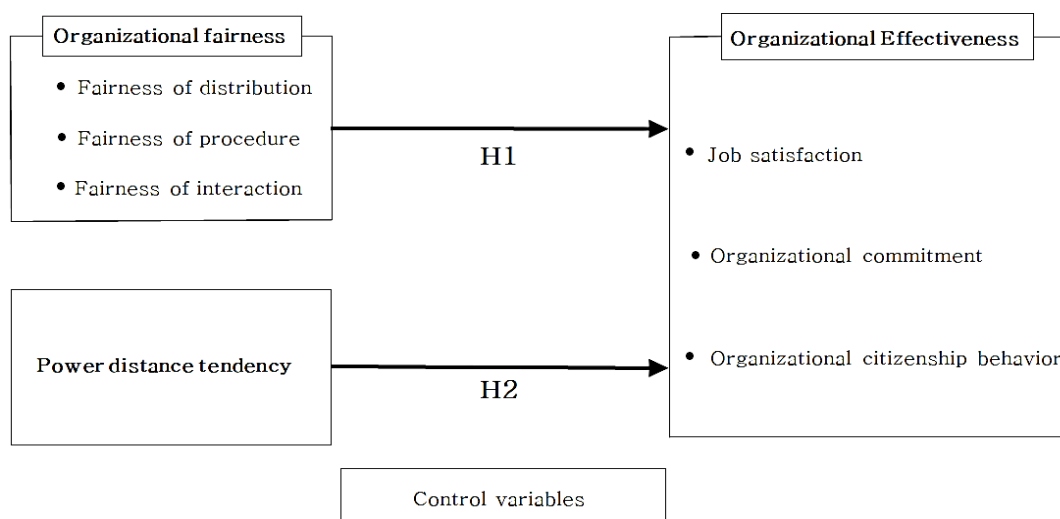
These studies argue that people with a high power distance tendency tend to rely on their bosses a lot and prefer to rely on their bosses and receive instructions rather than directly participate in any decision related to their jobs. On the contrary, people with a low power distance tendency show opposite tendency[27].

3. Research Design

3.1. Research model

This study statistically verified the effect of organizational fairness on organizational effectiveness and the effect of power distance on organizational effectiveness through a survey of the Daegu Police Agency, subordinate police stations, and district police officers. To this end, based on previous studies, the sub-variables of organizational fairness, which are independent variables, were composed of fairness of distribution, fairness of procedure, fairness of interaction, and power distance tendency. The sub-variables of organizational effectiveness, which are dependent variables, consisted of job satisfaction, organizational commitment, and organizational citizenship behavior. Based on the above research concept, a research model was established as shown in <Figure 1> below to investigate the influence relationship between organizational fairness, power distance tendency, and organizational effectiveness of the police organization.

Figure 1. Research Model.



3.2. Setting hypotheses

The purpose of this study is to empirically test the influence relationship between organizational fairness, power distance tendency, and organizational effectiveness for police organizations. In order to achieve this research purpose, this study established hypotheses on the

influence relationship between organizational fairness and organizational effectiveness, and the influence relationship between power distance tendency and organizational effectiveness based on previous studies.

3.2.1. Relationship between organizational fairness and organizational effectiveness

In previous studies, it can be confirmed that organizational fairness is an important antecedent Factor that induces job satisfaction, organizational commitment, and organizational citizenship behavior, which are sub-variables of organizational effectiveness. Therefore, in this study, the following hypothesis was established to confirm how organizational fairness perceived by members of the police organization affects organizational effectiveness based on the results of these preceding studies.

[H 1] Organizational fairness of police organizations will have a significant effect on organizational effectiveness.

<H1-1> fairness of distribution will have a significant positive effect on organizational effectiveness.

<H1-2> fairness of procedure will have a significant positive effect on organizational effectiveness.

<H1-3> fairness of interaction will have a significant positive effect on organizational effectiveness.

3.2.2. Relationship between power distance tendency and organizational effectiveness

Looking at the results of previous studies, it can be hypothesized that the lower the level of power distance tendency, the more negatively it will affect job satisfaction, organizational commitment, and organizational citizenship behavior because it cannot accommodate unequal treatment due to differentiation.

[H 2] The power distance tendency perceived by police officers will have a significant impact on organizational effectiveness.

<H2-1> The higher the power distance tendency perceived by police officers, the more negative effect will have on job satisfaction.

<H2-2> The higher the power distance tendency perceived by police officers, the more negative effect will have on organizational commitment.

<H2-3> The higher the power distance tendency perceived by police officers, the more negative effect will have on organizational citizenship behavior.

4. The Results of the Empirical Analysis

4.1. Analysis of sample characteristics, validity, and reliability

Frequency analysis was conducted to understand general characteristics such as demographic characteristics and work characteristics of the sample used in the analysis, and the results are shown in <Table 1>. As for the gender of the respondents, 454 (91.9%) were male and 40 (8.1%) were female, and male police officers accounted for the majority. By age, 178 people (36.0%) in their 30s accounted for the largest portion, 148 people (30.0%) in their 40s, 120 people (24.3%) over 50 years old, and 48 people (9.7%) in their 20s or younger. As a result of examining the academic background of the survey subjects, it was confirmed that 199 college graduates (40.3%), 146 junior college graduates (29.6%), 82 high school graduates (16.6%), and 67

graduate students (13.6%) above. Looking at the composition by ranks, 197 (39.9%) were inspectors, 112 (22.7%) were assistant inspectors, 99 (20.0%) were senior policemen, 68 (13.8%) were policemen, and 18 (3.6%) were senior inspectors. When looking at the period of service, 140 (28.3%) were found to be over 21 years, 133 (26.9%) were found to be less than 5 years, 76 (15.4%) were found to be in 11-15 years, 74 (15.0%) were in 6-10 years, and 71 (14.4%) were in 16-20 years.

Table 1. General characteristics of survey subjects.

	Description	N	Ratio (%)
Gender	Male	454	91.9
	Female	40	8.1
	Total	494	100
Age	20 ~ 29	48	9.7
	30 ~ 39	178	36.0
	40 ~ 49	148	30.0
	50 or older	120	24.3
	Total	494	100
Education	High school	82	16.6
	Junior college	146	29.6
	College	199	40.3
	Graduate school	67	13.6
	Total	494	100
Rank	Policeman	68	13.8
	Senior policeman	99	20.0
	Assistant inspector	112	22.7
	Inspector	197	39.9
	Senior inspector	18	3.6
	Total	494	100
Period of service	5 years or less	133	26.9
	6 ~ 10 years	74	15.0
	11 ~ 15 years	76	15.4
	16 ~ 20 years	71	14.4
	21 years or more	140	28.3
	Total	494	100

In this study, exploratory Factor analysis was conducted to refine the scale of the items composed through the review of previous studies. Factor analysis was conducted in three parts: organizational fairness, power distance tendency, and organizational effectiveness. The principal component analysis method was used as the Factor extraction method. In addition, in many papers in the field of social science, varimax is often selected for Factor analysis, but in this study, the oblimin method was directly used.

Kaiser's criterion for extracting only Factor s with an eigenvalue of 1 or more was applied, and the Factor loading value indicating the degree of correlation between each variable and the Factor was extracted with 0.5 or more. In general, if the Factor loading value is 0.4 or more, it is considered a significant variable, and if it exceeds 0.5, it can be said to be an important variable. In general, in Factor analysis, the KMO scale value should be 0.5 or more, Bartlett's

sphericity test significance probability value should be less than 0.05, and the cumulative variance should be 60% or more.

As a result of Factor analysis, the Kaiser-Meyer-Olkin (KMO) value used for the overall significance of all correlation values in the correlation matrix was 0.909 for organizational fairness, 0.930 for power distance tendency, and 0.947 for organizational effectiveness. The Bartlett test approximate chi-square value was analyzed to be 2963.596 for organizational fairness, 1192.417 for power distance tendency, and 2313.581 for organizational effectiveness. As for the correlation between variables, the significance probability was 0.000, and the correlation between variables was analyzed to be significant.

In the results of Cronbach's α analysis conducted to measure the reliability of the measurement items, the Cronbach's α coefficients, which show the reliability of the variable composition questionnaire items, are all statistically significant and consistent with each item.

Table 2. Factor analysis of organizational fairness.

Items	Factor 1	Factor 2	Factor 3
Fairness of procedureX1	.794	.268	.268
Fairness of procedureX2	.760	.323	.316
Fairness of procedureX3	.743	.385	.324
Fairness of distributionX1	.280	.867	.229
Fairness of distributionX2	.275	.862	.251
Fairness of distributionX3	.455	.659	.280
Fairness of interactionX1	.155	.225	.825
Fairness of interactionX2	.352	.250	.750
Fairness of interactionX3	.417	.219	.713
Eigenvalue	5.575	0.888	0.616
Variance(%)	61.946	9.870	6.845
Accumulated variance(%)	61.946	71.816	78.661

Table 3. Factor analysis of organizational effectiveness.

Items	Factor 1	Factor 2	Factor 3
Organizational citizenship behaviorX1	.878	.091	.077
Organizational citizenship behaviorX2	.850	.102	.089
Organizational citizenship behaviorX3	.838	.093	.022
Organizational citizenship behaviorX4	.687	.377	.063
Organizational citizenship behaviorX5	.639	.552	.076
Organizational commitmentX1	.058	.892	.198
Organizational commitmentX2	.297	.852	.063
Organizational commitmentX3	.489	.606	.305

Job satisfactionX1	.088	.112	.965
Eigenvalue	4.377	1.637	0.869
Variance(%)	48.630	18.189	9.650
Accumulated variance(%)	48.630	66.819	76.469

4.2 Regression analysis on the effect of organizational fairness and power distance tendency on organizational effectiveness

4.2.1. Relationship between organizational fairness and organizational effectiveness

In performing multiple regression analysis, a simultaneous input method was used to include and analyze independent variables at the same time. As a result of regression analysis on the effect of organizational fairness on organizational effectiveness, it was divided into sub-variables such as fairness of distribution, fairness of procedure, and fairness of interaction. As a result of the analysis, the revised R-square = 0.325, which represents the overall explanatory power of organizational effectiveness as 32.5% of the independent variable, organizational fairness. The F value of the analysis model is 34.84, and the significance probability is 0.000, which can be seen as a useful regression equation to explain the observed variable. In addition, it was found that the value of Variation Inflation Factor (VIF) was up to 6.463, and the tolerance limit was at least 0.155, indicating that the multicollinearity problem did not appear.

In other words, looking at the influence of independent variables that affect organizational effectiveness through standardized regression coefficient (β) values, fairness of distribution ($\beta=0.327$), fairness of procedure ($\beta=0.148$), and fairness of interaction ($\beta=0.149$) were found to have a positive effect.

Table 4. Regression analysis results of organizational fairness and organizational effectiveness.

Item	Organizational effectiveness						
	Non-standardized coefficient		Standardized coefficient	t	Probability of significance	Collinearity statistics	
	B	Standard error	β			Allowance	VIF
(Constant)	1.497	.151		9.902	.000		
Education	.032	.024	.049	1.312	.190	.969	1.032
Rank	.070	.040	.134	1.753	.080	.236	4.243
Age	.097	.048	.153	2.027	.043*	.242	4.134
Period of service	-.095	.036	-.252	-2.674	.008**	.155	6.463
Fairness of distribution	.274	.047	.327	5.814	.000***	.433	2.307
Fairness of procedure	.117	.049	.148	2.384	.018*	.354	2.826
Fairness of interaction	.137	.050	.149	2.764	.006**	.473	2.113

Note: * $p<.05$, ** $p<.01$, *** $p<.001$.

4.2.2. Relationship between power distance tendency and organizational effectiveness

In the case of the research hypothesis [H2] established to analyze the relationship between power distance tendency and organizational effectiveness, based on previous studies, the power distance tendency perceived by police officers was established under the assumption that it would have a significant effect on organizational effectiveness. In the verification results of power distance tendency and job satisfaction, the explanatory power of the control variable and power distance tendency variable for job satisfaction was 4.2% (Adj R²=0.030). This regression model was found to be statistically significant (F=3.568, p<0.01), β = -.116, and t values were found to be -2.580 (p<0.05).

Table 5. Regression analysis of power distance tendency and job satisfaction.

Item	Non-standardized coefficient		Standardized coefficient	t	p	Collinearity statistics	
	β	Standard error	β			Allowance	VIF
(Constant)	3.415	.172		19.824	.000		
Education	.016	.049	.015	.336	.737	.984	1.017
Rank	.069	.048	.130	1.425	.155	.235	4.262
Age	.162	.057	.256	2.857	.004**	.245	4.088
Period of service	-.137	.043	-.362	-3.222	.001**	.156	6.421
Tenure	-.048	.040	-.056	-1.191	.234	.875	1.143
Power distance tendency	-.106	.041	-.116	-2.580	.010*	.979	1.021

Note: *p<.05, **p<.01, ***p<.001.

Table 6. Regression analysis of power distance tendency and organizational commitment.

Item	Non-standardized coefficient		Standardized coefficient	t	p	Collinearity statistics	
	β	Standard error	β			Allowance	VIF
(Constant)	3.359	.215		16.571	.000		
Education	.019	.061	.014	.305	.761	.984	1.017
Rank	-.008	.060	-.012	-.126	.900	.235	4.262
Age	.162	.071	.207	2.292	.022*	.245	4.088
Period of service	-.088	.053	-.188	-1.695	.098	.156	6.421
Tenure	-.017	.050	-.016	-.328	.743	.875	1.143
Power distance tendency	-.115	.051	-.127	-2.680	.010*	.979	1.021

Note: *p<.05, **p<.01, ***p<.001.

Third, in the verification results of power distance tendency and organizational citizenship behavior, the explanatory power of the control variable and power distance variable was 6.4 (Adj R²=0.052), and the β = -.152, t value of power distance tendency was -3.421 (p<0.01), and this regression model was found to be statistically significant (F=5.512, p<0.001). In other words, it was found that the higher the tendency of the police organization to distance power, the more negative it had on the promotion of organizational citizenship behavior of police officers.

Table 7. Regression analysis of power distance tendency and organizational citizenship behavior.

Item	Non-standardized coefficient		Standardized coefficient	<i>t</i>	<i>p</i>	Collinearity statistics	
	β	Standard error	β			Allowance	VIF
(Constant)	3.447	.134		25.649	.000		
Education	.066	.038	.077	1.735	.083	.984	1.017
Rank	-.013	.038	-.032	-.348	.728	.235	4.262
Age	.151	.044	.302	3.412	.001**	.245	4.088
Period of service	-.074	.033	-.248	-2.236	.026*	.156	6.421
Tenure	-.064	.032	-.095	-2.020	.044*	.875	1.143
Power distance tendency	-.109	.032	-.152	-3.421	.001**	.979	1.021

4.3. Comprehensive analysis results and research hypothesis verification

This study established hypotheses to measure the effect of organizational fairness and power distance tendency perceived by police officers on organizational effectiveness and conducted an empirical analysis using statistical techniques. First, when verifying the research hypotheses through regression analysis, it was found that fairness of distribution, fairness of procedure, and fairness of interaction, which are sub-variables of organizational fairness, had a positive effect on organizational effectiveness, and all of the sub-hypotheses <H1-1>, <H1-2>, and <H1-3> were adopted.

In addition, looking at the ranking of influence of power distance tendency on the sub-variables of organizational effectiveness, it was found that the high power distance tendency of police organizations lowered the organizational citizenship behavior the most, followed by organizational commitment and job satisfaction. Therefore, all of the lower hypotheses of [H2] were found to have a statistically significant negative effect, and <H2-1>, <H2-2>, and <H2-3> were all adopted.

5. Conclusion

This study is one that revealed that the police's organizational fairness and power distance tendency affect organizational effectiveness. As shown in the analysis results, organizational fairness was found to have a significant positive effect on organizational effectiveness, and these analysis results were found in previous studies. In addition, in the influence of the power distance tendency on the sub-variable of organizational effectiveness, it was found that the power distance tendency had a significant negative effect. These analysis results can be seen as supporting previous studies (Hofstede, 1980, 2001; Khatri, 2009; Lee Gong-hee, Lee Ho-sun, 2012; Lee Hyun-woong, Jeon Jeong-ho, 2016), and [H2] was adopted [28][29][30].

The implications of this study are as follows. First, in order to improve the organizational effectiveness of the police, attention should be paid to organizational fairness. This study revealed that the power distance tendency of police organizations in which military-style organizational culture exists can negatively affect organizational effectiveness. Second, practical implications include establishing a fair police organizational culture, organizational efforts to resolve complaints about compensation results, transparent disclosure of information on compensation results and compensation procedures, development of educational programs related to organizational fairness, and securing interactive fairness. Finally, police organizations should

try to create a horizontal organizational culture through understanding the concept of power distance tendency, and to help police officers perceive low power distance tendency.

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7. Appendix

7.1. Authors contribution

	Initial name	Contribution
Lead Author	HK	-Set of concepts <input checked="" type="checkbox"/> -Design <input checked="" type="checkbox"/> -Getting results <input checked="" type="checkbox"/> -Analysis <input checked="" type="checkbox"/>
Corresponding Author*	YS	-Make a significant contribution to collection <input checked="" type="checkbox"/> -Final approval of the paper <input checked="" type="checkbox"/> -Corresponding <input checked="" type="checkbox"/> -Play a decisive role in modification <input checked="" type="checkbox"/>
Co-Author	EJ	-Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/> -Participants in Drafting and Revising Papers <input checked="" type="checkbox"/> -Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>

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The Crisis of Illegal Gambling Addiction in Korea

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Abstract

Purpose: The purpose of this study is to understand the current status of illegal online gambling, which is rapidly spreading recently, and to suggest policy measures to prevent gambling addiction of illegal online gambling users. Illegal online gambling is easier to access than the legal gambling industry, so it tends to be converted very quickly. Therefore, there is a need for a way to actively cope with this.

Method: The seriousness of illegal gambling has been an important issue until recently. In Korean society, gambling culture is spread and has an acceptable sentiment for gambling. Many people buy lottery tickets hoping to win the lottery. However, gambling based on gambling leads to gambling addiction, which poses a risk of economic loss, family destruction, and crime. Therefore, this study aims to understand the status of the Korean gambling industry and point out the problems of gambling addiction caused by gambling. In addition, I would like to look at countermeasures from various countries against illegal online gambling, which is understood to play a key role in gambling addiction. Through this, we intend to provide suggestions for preventing the spread of illegal online gambling and solving gambling problems.

Results: As a result of reviewing the existing KNGCC reports and literature data on illegal gambling, it was found that gambling is increasing throughout Korean society. Koreans are expected to make a lot of money by buying lottery tickets and betting on sports every week. Unfortunately, however, many people are suffering from gambling addiction. Gambling addiction causes a number of social problems. It produces various side effects such as personal health, family dissolution, departure from work, suicide, and crime. However, policy measures focused on legal gambling do not prevent the spread of illegal gambling. Most illegal gambling serviced online has a very high addiction rate and is difficult to crack down on compared to legal gambling. Efforts such as granting KNGCC the right to investigate are required to prevent this, but it is difficult. There is also an expectation that the spread of illegal gambling can be controlled through efforts such as providing legal gambling online. However, such a decision has a difficulty that social consensus should take precedence.

Conclusion: For modern people living in the Meta-bus era, the temptation of illegal online gambling is difficult to avoid. It is very difficult to eradicate illegal gambling, which is being serviced online with high accessibility in the gambling industry, which is divided into legal and illegal. In the case of Korea, it is impossible to crack down on illegal gambling sites in the absence of KNGCC's investigative power. In addition, it is also a reality that it is difficult to crack down on illegal gambling sites due to frequent changes. As a result, it is difficult to cope with the rapidly increasing illegal online gambling with policy measures based simply on deterrence policies. Therefore, this study attempted to emphasize the importance of strengthening online services for legal gambling and preventive education and gambling addiction treatment for illegal gambling.

[Keywords] Illegal Gambling, Gambling, On-Line Gambling, KNGCC(Korean National Gambling Control Commission), Prevention

1. Introduction

Illegal gambling is deeply embedded in the lives of Korean people[1][2][3][4][5][6][7][8][9][10]. The social damage caused by illegal gambling is increasing every year[4][9]. Due to illegal gambling, economic losses, social losses, and family destruction are being committed[9]. Korean National Gambling Control Commission(KNGCC) in Korea is struggling, but there seems to be no way to prevent the spread of illegal gambling[3][11]. The spread of illegal gambling is due to the impossible environment of social control and structural control of illegal gambling[3]. Many Koreans are exposed to gambling environments from the beginning of their lives[12][13][14]. People who dream of turning their lives around through legal gambling such as lottery are naturally interested in illegal gambling[15][16][17]. In addition, the easy-to-spread Internet environment of illegal gambling makes it difficult to control illegal gambling[18]. In addition, KNGCC has no tools to control illegal gambling, and there is a limitation that illegal gambling is not a top priority in responding to cybercrime by the police[11]. In particular, there is a lack of measures to curb illegal gambling operation and participation in the situation where it is not clear who can be in charge of illegal gambling.

KNGCC regularly identifies the status of Korean people's participation in legal gambling, but no investigation is conducted on illegal gambling at the same time[4]. Of course, the status of illegal gambling has been investigated four times in recent years, but in-depth research is insufficient[3]. However, in reality, it is difficult to deny that KNGCC's research is the most comprehensively grasping the status of illegal gambling in Korea. Since it is the result of collecting and analyzing research data at the national level, it is of high academic value. Despite the lack of understanding, it will provide an opportunity to accurately grasp the crisis situation of illegal gambling by illuminating the results of existing studies on illegal gambling.

Therefore, this study aims to review the crisis situation of the spread of illegal gambling by critically analyzing KNGCC's research on illegal gambling and data from academic papers. Through this, it will help set policy countermeasures to eradicate illegal gambling and the direction of future illegal gambling research. In sum, it will help to enhance understanding of illegal gambling by analyzing research data on illegal gambling in existing KNGCCs. It will also help set the direction of illegal gambling research in the future by grasping the trends of existing illegal gambling-related studies. To this end, this paper attempts to understand the current status of illegal gambling by analyzing KNGCC's research report on illegal gambling. It will also deal with discussions of existing academic studies on illegal gambling.

2. Korean Gambling Industry

2.1. Legal gambling industry

It was found that the gambling industry in Korea decreased significantly in 2020 due to the influence of COVID-19[19]. Total sales of the seven gambling industries decreased by more than 43% compared to 2019. Sales of the gambling industry, which reached 22.65 trillion won, fell 43.2% to 12.8698 trillion won in 2020. Looking at the sales trend of individual gambling industries, the sales decline of racing gambling industries such as horse racing was the largest. Sales of bullfighting games fell 93.1%. Meanwhile, lottery sales increased by 13%, unlike other gambling industries. In addition, sports betting sales fell 4.2 percent year-on-year, showing a relatively low level of decline. This result is understood to be due to the fact that Kangwon Land and racetracks were suspended and only a minimum number of people were admitted to the guest room due to COVID-19.

As a result, the Korean gambling industry showed a significant decrease in the number of users due to COVID-19, resulting in a significant decrease in sales. However, it is the result of

showing the importance of accessibility in the gambling industry by showing an increase in lottery sales, which had good accessibility.

Table 1. Size of Korean Gambling Industry in 2019 and 2020(100million won).

	Total Sale		
	2019	2020	Variation
Casino	29,305	10,413	-64.5%
Racing	97,903	15,079	-84.6%
Lottery	47,933	54,152	13%
Sport Toto	51,099	48,928	-4.2%
Bullfighting	267	26	-90.3%
Total	226,507	128,598	-43.2%

Note: KNGCC (2021), Statistics for Korean gambling industry (2020).

2.2. Illegal gambling industry

It is understood that Korea's illegal gambling industry has expanded steadily until recently. In the first survey in 2008, the scale of illegal gambling was estimated to be 42 trillion won [6]. In the second survey in 2012, it increased again to 52 trillion won [7]. In the third survey in 2015, it was found that it increased to 83 trillion won [7]. Of course, the difference is that in the 1st and 2nd illegal gambling industry surveys, operator-centered scale estimates were made, while users were also added in the 3rd survey [8]. Nevertheless, illegal gambling in Korea was found to increase. KNGCC conducted a fourth survey in 2020 to estimate the size of illegal gambling [9]. While sales of the legal gambling industry fell markedly due to the influence of Corona, illegal gambling showed surprising results that there was no significant change in illegal gambling.

It is understood that the illegal gambling industry was hardly affected by COVID-19. As it was revealed in the 4th investigation into illegal gambling in Korea, it is understood that the size of illegal gambling did not decrease significantly compared to the 3rd investigation in 2015. In the third survey in 2015, the size of the illegal gambling industry was 83.78222 trillion won [8], but in the fourth survey in 2020, it was 81.5474 trillion won, down only 9.7% [9]. It can be seen that the 4th survey in 2020 hardly decreased in that it was conservatively measured compared to the 3rd survey [9]. In other words, if the legal gambling industry was significantly reduced in size due to the influence of COVID-19, illegal gambling based on online and others was not significantly affected. This will be direct evidence that the gambling industry is very affected by accessibility, as we have seen earlier. While the online-based illegal gambling industry as a whole showed an increasing trend, sales of offline-oriented private casinos and gambling houses decreased significantly. The size of illegal online gambling was 8.3452 trillion won, but in the fourth survey, sales of semi-public private casinos, which increased to 8.9854 trillion won, fell significantly from 3.4155 trillion won to 1.361 trillion won [9].

Illegal gambling in Korea is changing around online [3][9][11]. Most of the illegal gambling is done online, except for private casinos, illegal gambling houses, and illegal gambling games [9]. In particular, illegal online casinos and illegal sports Toto account for a significant portion of the entire illegal gambling industry. In addition, the proportion of online gambling has increased significantly in Gyeongju gambling, where offline-oriented illegal gambling accounted for a large portion. In the case of illegal horse racing, 90% of the total online sales account for 90%.

In other words, illegal gambling in Korea has been reorganized around online, which is a key reason why the scale of illegal gambling has not decreased even in the Corona environment.

According to a 2020 KNGCC survey, many illegal gambling participants answered that they participated because there were no restrictions on time and space due to the use of illegal online gambling[9].

Table 2. Size of Korean illegal gambling compared to online-based and off-line-based(100 million won).

	Total sale	
	On-line	Off-line
On-line casino	106,250	
On-line sport toto	205,106	
On-line instant gambling	81,591	
Racing gambling	97,869	9,471

Note: KNGCC (2021), 4th report for estimating current conditions of illegal gambling (2020).

3. Addiction of Gambling

3.1. Risk of gambling addiction in Korea

Gambling behavior increases the likelihood of falling into uncontrollable gambling addiction[4][11][20][21][22][23][24]. Many gambling studies explain that repetitive and habitual participation in gambling behavior not only causes gambling addiction, but also causes social problems[20][21][23]. Gambling addiction refers to a behavior that tries to control a particular action by causing physical, mental, social, financial, or legal problems or harm to a meaningful other person, family, friends, or organization, workplace, or community, but loses control and repeats it[14][24].

In order to understand the status of gambling addiction, KNGCC is grasping the status of gambling participation and gambling addiction rate every two years[12][13][14]. The gambling addiction rate refers to the percentage of people who are addicted to gambling among the total population. Using the Canadian problem gambling index (CPGI), the population estimates that those who are in the middle of gambling and those who are seriously into gambling as the ratio of the addicted people.

According to a 2020 survey[14], It was found that Koreans participate in gambling activities very often. When asked about their experience in participating in gambling over the past year, 56.3% said they had participated. More than half of the total population participates in gambling. As there are many gambling participants, the gambling addiction rate is also estimated to be high. As a result, the gambling addiction rate of Koreans was 5.3%. The figure is the same as 5.3% in 2018, and the proportion of problematic gambling addicts is almost the same at 1.1%. The proportion of people in the middle level of addiction was 4.3%, an increase of 0.1% compared to 2018. Gambling addiction is found to be more dangerous for men than for women. In the 2020 survey, men's gambling addiction rate was 7.9%, while women's gambling addiction rate was 2.8%. In particular, the rate of gambling addiction in question was 1.7% for men, while .4% for women, indicating that men are much more likely to fall into gambling than women. By age, the prevalence rate of those in their 40s was the highest at 6%, 5.6% in their 20s and 3.9% in their 30s. Depending on income, the higher the monthly income, the higher the prevalence rate. However, in the case of income earners under 1 million won, the prevalence rate was 7.5%, which did not show consistent results. Looking at the prevalence rate by type of gambling, the gambling addiction rate was the highest in race gambling (25.1% horse racing, 25.5% cycle gambling, and 23.5% boat gambling). The prevalence of Sports Toto was 20.7%, and the prevalence of casino users was 12.1%. Meanwhile, the gambling addiction rate of lottery buyers was 8.6%,

the lowest among legal gambling. In addition, in the 2020 study, the gambling addiction rate of illegal gambling was also investigated, with 26.6%, the highest gambling addiction rate[14].

Fortunately, Korea's gambling addiction rate was 9.5% in 2008, 6.1% in 2010, 7.2% in 2021, 5.4% in 2014, and 5.1% in 2016, which is maintained at a certain level rather than increasing. Based on the results of the survey, the number of gambling addicts in Korea in 2020 is estimated to be 2,257,680. However, KNGCC's investigation is mainly on legal gambling use and gambling addiction. Since the gambling addiction rate was calculated by grasping the number of people who participated in legally allowed gambling among various types of gambling, it does not explain the risk of gambling addiction due to actual illegal gambling[11].

Although the 2020 study did not clearly investigate the prevalence of illegal gambling, the addiction rate of private gambling was 26.6%, suggesting that the addiction rate of illegal gambling was relatively higher than that of legal gambling. Several existing domestic studies have also shown that illegal gambling has a relatively higher addiction rate than legal gambling. Gambling addiction causes various harms, so gambling addiction caused by illegal gambling is estimated to have a greater harmful effect. According to a 2015 study by Keimyung University[11], the proportion of illegal online gambling participants accounted for 11% of the total population. Substituting this into the 2020 survey, 4,685,752 of the total population have illegal online gambling experience, and if about 26% of them are gambling addicts, 1,218,295 will become illegal online gambling addicts. In the case of the 2020 illegal gambling use survey, the illegal gambling participation rate reached 14.5% of the total population, which is estimated to be higher than the number of gambling addicts caused by illegal gambling. In the third illegal gambling survey in 2015, the addiction rate of illegal gambling reached 48.7%, and in the fourth survey in 2020, 46.7 percent experienced gambling addiction, indicating that illegal gambling is a key cause of gambling addiction[9]. In other words, gambling addiction is a common phenomenon among illegal gambling participants compared to legal gambling, and it is difficult to prevent gambling addiction other than eradicating illegal gambling.

3.2. Harmful effects of gambling addiction in Korea

Gambling participation can harm the daily lives of gambling participants. In 2020 survey of KNGCC, the definition of social side effects of gambling means experiencing alcohol or drug abuse, divorce crisis, or divorce due to gambling, violence against family members, attempting unemployment or suicide due to gambling, and finally committing crimes[9]. In particular, gambling addicts experience various harms from gambling.

First of all, according to a 2020 KNGCC gambling survey, 0.3% of all investigators experienced side effects from gambling[14]. This means that 140,000 people of the population over the age of 20 experience side effects from gambling. It was found that men experienced five times more side effects from gambling than women. By age, the higher the age, the more side effects from gambling were experienced. As a result of identifying side effects according to the level of gambling addiction, 14.7% of them experienced side effects due to gambling at the highest stage of gambling addiction in the fourth stage. In addition, In the fourth illegal gambling survey in 2020, it was found that illegal gambling participants suffered particularly a lot of economic losses, health problems, and family problems due to illegal gambling. In other words, gambling addiction is a key influencing factor in the experience of social side effects gambling regardless of legal or illegal[9].

Gambling addiction causes social loss as well as personal harm[20][21][22]. The economic loss caused by gambling addiction is estimated to have an opportunity cost of KRW 30 trillion and social expenditure of more than KRW 300 billion[9]. In addition, the cost of crime caused by gambling is estimated to be enormous. In particular, it was found that participants in illegal gambling committed more property crimes, violent crimes, and domestic violence.

As a result, the resolution of social side effects caused by gambling depends on the reduction of gambling addiction. Although gambling itself is based on gambling, it is difficult to prevent some side effects, but in order to prevent gambling from harming everyday life, measures are needed to reduce gambling addiction rates.

4. Policies of Illegal Gambling

4.1 Current policies for controlling illegal gambling

There have been many policy discussions around the world to solve gambling problems and gambling addiction[1][3][4][5][24][25][26][27]. However, there are also many skeptical responses to ways to effectively regulate gambling and reduce addiction[3][4]. The general methods of gambling response employed by many existing countries are as follows. The policy direction for illegal online gambling worldwide is to provide illegal online gambling sanctions and legal gambling services online. This is a favorable response to the online provision of legal gambling in the United States, the United Kingdom, France, Germany, Japan, and Australia. Of course, services are provided under the control of regulators, not unlimited online services.

In other countries, illegal online gambling is also recognized as a social problem. With the rapid growth of online gambling, the size of the illegal online gambling market is rapidly increasing[28]. Accordingly, many countries are struggling to come up with measures to regulate illegal online gambling. Some countries are responding to illegal online gambling regulations centered on deterrence through legal regulations. Typically, the United States enacted the Unlawful Internet Gambling Enforcement Act (UIGEA). The law requires crackdowns on accounts betting on illegal online gambling sites. In order to block gambling funds paid to illegal online gambling sites, banks, credit card companies, and other financial institutions are collaborating to prevent payments. However, there is a limitation in that the definition of illegal online gambling stipulated in this law is not clear. In addition, there are no sanctions against illegal gambling users. In addition, most illegal online gambling sites have servers in foreign countries, raising questions about the effectiveness of the crackdown. In the UK, gambling laws have also been enacted to enable the Gambling Commission to investigate and prosecute illegal gambling operators. However, most of the penalties remain fines.

Another way to cope with illegal online gambling is to provide legal gambling online. This is because legal gambling is less accessible than illegal gambling, so it is not highly competitive. The basis for this approach is the balloon effect theory that tightening regulations on legal gambling rather mass-produces illegal gambling. If regulations on legal gambling are eased, there will be no reason to participate in illegal gambling. Typically, France offers a variety of online gambling. France is providing online services for sports betting, horse racing, and poker in 2010. Create an online gambling regulatory committee to maintain the soundness of these services. In France, when advertising online to prevent the indiscriminate spread of online gambling, warning messages about gambling addiction are provided and sites related to gambling addiction are connected. Secondly, Germany also served online casinos in 2002. Online poker and casinos have been allowed in Germany since July 2021. However, in order to prevent indiscriminate participation in gambling, the government is cracking down on payments only at designated banks. Next, Casinos, sports betting, lottery, and bingo are also legally provided online in the UK. As of 2019, 648 companies are providing gambling services online. Online gambling is allowed up to 1.33 million won per person per month, and credit card payments are prohibited. Fourth, Spain also provides online gambling services. A total of 79 companies were selected and obtained operating licenses for 10 years. Only Spanish residents can use online gambling services, and as of 2018, online gambling sales amounted to 22.5% of all gambling sales. Fifth, online gambling is also allowed in Japan. Horse racing, sports betting, and lottery tickets are

allowed online. As of 2019, the online share of horse racing sales reached 70.3%, and online services are successfully being provided. Korea also has limited online services for lottery and sports betting. Of course, indiscriminate use is restricted through an online ticketing system controlled by the government.

In Korea, efforts have been made to provide KNGCC with the right to supervise and investigate to regulate illegal online gambling. However, the police and prosecutors are not cooperative and are experiencing difficulties in legislation[11]. The KNGCC Act, which is the basis for KNGCC, does not specify clear regulatory authority or crackdown authority on illegal gambling. For this reason, KNGCC emphasized the total amount system for legal gambling and policies centered on the prevention and treatment of gambling addiction[3].

Worldwide, gambling regulators do not often have the right to investigate and prosecute at the same time[28]. The UK, France, Spain, Finland, and New Zealand have the right to investigate and prosecute regulators. Meanwhile, regulators have the right to investigate in the Netherlands, Denmark, the Philippines, Singapore, the United States, and Australia. In Japan, Macau, Hong Kong, Taiwan, and Germany, regulators do not have both the right to investigate and prosecute. In this reality, Korea's KNGCC is trying to have the right to investigate to effectively respond to illegal online gambling. This is because the surveillance reporting center currently in KNGCC simply performs the function of checking illegal online gambling sites and requesting site blocking. However, illegal gambling is avoiding regulations, such as having servers overseas and frequently changing sites. In addition, site changes are being made very quickly compared to the speed of site crackdowns, so illegal online gambling cannot be prevented by simple site crackdowns. As a result, there is no way to effectively respond to illegal online gambling, which is rapidly converting.

In this reality, it is urgent to come up with measures to effectively regulate illegal gambling while protecting the legal gambling industry. The only few scholars are concerned, but insist on expanding online services for legal gambling[3][29][30]. Accordingly, some researchers emphasize the balloon effect of illegal online gambling and emphasize the need to provide online services for legal gambling. In particular, according to the results of a survey conducted by the Korean Racing Authority, a user survey found that if legal gambling is serviced online, they would participate in legal gambling rather than illegal gambling. In other words, it is used as a means to prevent the expansion of illegal gambling by strengthening the accessibility of legal gambling.

4.2 Cure for gambling addiction

Gambling addiction is a problem around the world. Many countries have opened and operated gambling addiction specialized institutions to prevent and treat gambling addiction among the people. Around the world, most countries operate gambling addiction prevention and counseling centers under state agencies. In the UK, Germany, and France, private organizations or hospitals operate centers to respond to gambling addiction. Most gambling addiction centers are provided with part of the sales of the legal gambling industry in the form of funds. Many countries cover a variety of gambling sales, ranging from 0.25% to 2%.

Korea also opened and operates the Korea Center on Gambling Provisions (KCGP). KCGP is a national gambling prevention education institution established in accordance with Article 14 of the KNGCC Act. KCGP operates 15 regional centers nationwide. The center conducts preventive education, prevention campaigns, and counseling for gambling addiction. KCGP's operating costs are operated with funds paid by individual gambling operating institutions.

Since its establishment in 2013, KCGP has been responding to gambling addiction through various programs. First of all, help-line telephone counseling is provided for those suffering from gambling addiction, and online counseling is also provided to protect anonymity. It also provides

education and counseling on gambling issues and various cultural activity programs for the healing of gambling addicts. It also provides gambling prevention education for more than hundreds of thousands of adults and adolescents nationwide every year. In addition, it is striving to establish a human infrastructure that can respond to gambling addiction by providing expert training programs for gambling addiction treatment and counseling.

Every year, KCGP has become a representative gambling addiction prevention center that provides services to hundreds of thousands of people through personal counseling, group counseling, preventive education, and gambling addiction prevention campaigns. However, KCGP has limitations in operating on gambling business funds. Gambling addiction funds can fluctuate every year, which has limitations in operational stability. In addition, local gambling addiction centers are undergoing business evaluation centered on objective indicators, so they have a limitation in that their performance is determined by quantitative analysis rather than qualitative analysis of gambling addiction treatment.

In addition, local gambling addiction centers have difficulties in stable operation as operating contracts are made every three years. Although professional manpower is a key factor in treating gambling addiction, most gambling addiction counselors and instructors have a problem that their jobs are unstable. As a result, although KCGP in Korea has a systematic organization compared to other countries, it is difficult to stably provide professional services due to unstable contractual relations and the possibility of fund fluctuations. Accordingly, it is required to prepare a plan to further stabilize KCGP.

5. Conclusion

The purpose of this study is to understand the current status of illegal online gambling, which is rapidly spreading recently, and to suggest policy measures to prevent gambling addiction of illegal online gambling users. Illegal online gambling is easier to access than the legal gambling industry, so it tends to be converted very quickly. Therefore, there is a need for a way to actively cope with this.

The seriousness of illegal gambling has been an important issue until recently. In Korean society, gambling culture is spread and has an acceptable sentiment for gambling. Many people buy lottery tickets hoping to win the lottery. However, gambling based on gambling leads to gambling addiction, which poses a risk of economic loss, family destruction, and crime. Therefore, this study aims to understand the status of the Korean gambling industry and point out the problems of gambling addiction caused by gambling. In addition, I would like to look at countermeasures from various countries against illegal online gambling, which is understood to play a key role in gambling addiction. Through this, we intend to provide suggestions for preventing the spread of illegal online gambling and solving gambling problems.

As a result of reviewing the existing KNGCC reports and literature data on illegal gambling, it was found that gambling is increasing throughout Korean society. Koreans are expected to make a lot of money by buying lottery tickets and betting on sports every week. Unfortunately, however, many people are suffering from gambling addiction. Gambling addiction causes a number of social problems. It produces various side effects such as personal health, family dissolution, departure from work, suicide, and crime. However, policy measures focused on legal gambling do not prevent the spread of illegal gambling. Most illegal gambling serviced online has a very high addiction rate and is difficult to crack down on compared to legal gambling. Efforts such as granting KNGCC the right to investigate are required to prevent this, but it is difficult. There is also an expectation that the spread of illegal gambling can be controlled through efforts such as providing legal gambling online. However, such a decision has a difficulty that social consensus should take precedence.

For modern people living in the Meta-bus era, many crises exist close to people's lives[31][32][33][34]. Particularly, the temptation of illegal online gambling is difficult to avoid. It is very difficult to eradicate illegal gambling, which is being serviced online with high accessibility in the gambling industry, which is divided into legal and illegal. In the case of Korea, it is impossible to crack down on illegal gambling sites in the absence of KNGCC's investigative power. In addition, it is also a reality that it is difficult to crack down on illegal gambling sites due to frequent changes. As a result, it is difficult to cope with the rapidly increasing illegal online gambling with policy measures based simply on deterrence policies. Therefore, this study attempted to emphasize the importance of strengthening online services for legal gambling and preventive education and gambling addiction treatment for illegal gambling.

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7. Appendix

7.1. Authors contribution

Initial name	Contribution
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Author	YW	<ul style="list-style-type: none"> -Set of concepts <input checked="" type="checkbox"/> -Design <input checked="" type="checkbox"/> -Getting results <input checked="" type="checkbox"/> -Analysis <input checked="" type="checkbox"/> -Make a significant contribution to collection <input checked="" type="checkbox"/> -Final approval of the paper <input checked="" type="checkbox"/> -Corresponding <input checked="" type="checkbox"/> -Play a decisive role in modification <input checked="" type="checkbox"/> -Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/> -Participants in Drafting and Revising Papers <input checked="" type="checkbox"/> -Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>
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The Comparison of the Institution of Precedent Social Enterprise Regulations and Its Implication for a Latecomer

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Abstract

Purpose: The purpose of this article is to compare institutional arrangements between precedent social enterprises with a focus on the change of third sector organizations. Along with this, it is also to give an implication for a latecomer that insufficiently institutionalized social enterprise from the side of precedent countries of social enterprise.

Method: The article reviews the policy documents and legal data of the governments and public organizations involving the UK, the US, and South Korea as well as China by applying Krasner's model of punctuated equilibrium that gives attention to macro, meso, and micro institutions. Chapter 2 explores the paths and types of social enterprise. Chapter 3 discusses the economic environment and regime change, the legalization and legal entity, and the support system and support measure of social enterprise. Chapter 4 discusses the comparison of the influence of multi-leveled institutions. Chapter 5 discusses an implication for a latecomer of social enterprise, China.

Results: The article finds the influence of institution on social enterprise and an implication for a latecomer. First, the welfare liberal state with voluntary sector tradition forms the social enterprise as a separate legal entity as the state experiences an economic recession and low employment. Second, the welfare liberal state with non-profit sector tradition makes social enterprise a separable legal entity as the state undergoes economic recession and high employment. Third, the statism-centered state with an underdeveloped third sector forms social enterprise as an inseparable legal entity as the state goes through an economic recession and low employment. China as a latecomer puts together the cases of the precedent nations for its institution-building.

Conclusion: This article concludes that the third sector development and character plays a critical role in forming social enterprise when state and market address external shock and internal conflict. Institutions tend to persist, but the social enterprise is formed as the existing third sector organization encounters an exogenous variable and is mediated by state and market.

[Keywords] Vertical Institution, Third Sector, Social Enterprise, Nonprofits, Legal Entity

1. Introduction

A majority of people agree with the innovation of social enterprise that contrives to put publicity, profitability, and community within one organization but disagree with the question of what social enterprise is. The discord is because of the topography that the definitions of social enterprise vary depending on the historical development routes of the third sector independent from state and market. Regionally, the third sector evolved on two tracks named the social economy in Europe and the non-profit sector in North America, which constructed different concepts. Two scientific communities sought a conceptual agreement through inter-paradigm debate but failed. By the way, the two tracks began to affect the formation of the East Asian

third sector, in which the development paths of social enterprise immanent in the region combined with the features shown in the two foreign development tracks. Accordingly, there arises a need to consider the change of the third sector organization between the early comer and latecomer to be aware of the external and internal factors that are influential on the make-up of the social enterprise in the East Asian region.

The purpose of this study is to compare a range of institutional arrangements of social enterprise between the precedent nations with a focus on the transformation of third sector organizations. The analysis is interpreted by using Krasner's model of punctuated equilibrium saying that the institutional change of social organization is characteristic of path dependence in which institution lasts for a considerable period after its formation, and the changes abruptly happened from external events. This article starts with a review of the development paths and organizational typology of social enterprise. Through the analysis of legal data on the enactment of national social enterprises, I conclude with the argument that the social enterprise institutional change of both early comers and latecomers happened because of external factors such as financial crisis, and the longstanding practice limits the policy choice in the course of action. Latecomers should consider the internal feature of institutional building.

2. Paths and Typology of Social Enterprise

Three broad trails lead to the regionally distinct types of third sector organizations. The paths signify the continental and British way in Europe, social innovation and venture in North America, and mixed tracks in East Asia. As to the term, continental Europe prefers social economy to social enterprise. The continental camp sees the social economy as an organization that shares the profit from commerce among members and uses the residual profit for the community of responsibilities. The organizations are cooperative, mutual aid societies, association, and foundation. The social economy went on to play as a welfare provider from commercial capitalism to industrial capitalism. However, the market gradually replaced the role of the provider in the 20th century[1]. At once, the state emerged as the provider in the post-war era while the social economy was waning[2]. In the 1970s, the fiscal deficit, however, forced the welfare state to diminish the provider's role and neglect the unemployment arising from neoliberalism. Against this, the third sector revived the tradition of solidarity that joined hands against the market destruction to the social fabric. Henceforth, it transforms into a hybrid pursuing both profits and public interest.

Instead of the term social economy, the English school uses the voluntary sector. The voluntary sector based on philanthropy upholds a long tradition of relief for the poor and working class. The voluntary sector organizations include charity, sole trader, partnership as well as social economy organizations. Into the middle of the 20th century, the British welfare state acted as the pivotal provider of welfare and social service, giving little attention to the third sector as the provider. Nonetheless, the state underwent a fiscal crisis that cut welfare expenditure. In response to the minimizing role of the state, the voluntary sector assumes a complementary role to deliver welfare and service that the state does not offer properly. Since the 1990s, the voluntary sector forged a partnership with the state as both actors in alliance delivered social services to the socially weak. In this sense, the social enterprise as a voluntary sector exists based on the state's trust, in which the state allows the enterprise-like organization to replace the state functions and perform national services. Thus, the voluntary sectors in the UK act on behalf of the delivery of the state's welfare services[3].

In North America, a social enterprise started from the commercialization of the non profit sector that tries to be independent of the government's financial support. Non profits relied on government grants and social donations but underwent financial setback

ks as the government suspended subsidies[4]. Therefore, nonprofits adopted the business practice to continue their public service-providing and heavily relied on the earned revenue from their commercial activities. There are two angles on the social enterprise. First, social innovation views the commitment of nonprofits as offering a new solution by social entrepreneurship[5]. Second, social venture regards the mission of nonprofits as acquiring social cause through impact investments and generating returns[6]. Succinctly, social enterprises of both Europe and North America aim at social goals through market profits[7]. However, the former is an alternative organization that intends to overcome social inequality from the capitalist economies while the latter acknowledges inequality and appeals to owners' ethical responsibilities[8].

In East Asia, there are a variety of development paths arising from their inheritance and falling within the orbit of the early comers[9]. Since the financial crises of 1997 and 2008, East Asian countries reduced fiscal expenditure for social service. Henceforth, the governments tried to reestablish economic mechanisms to provide welfare. First, Korea selects social enterprise as a means of public policy to deliver social services and lower unemployment and poverty. Second, Taiwan and Hong Kong grow social enterprises through corporate innovation of nonprofits and sponsorship of charities[10]. Meanwhile, the social enterprise in Japan and Taiwan develops relying on local community self-sustaining, indirect government support, membership fee, and foundation funds[11]. Overall, the East Asian development paths fall into four types; government-led Korea, market-dependent Taiwan, partnership-based Hong Kong, and community and NGO-based Japan.

Through those routes, social enterprises become sorted into a diversity of types. The typology depends on what criterion applies to the classification. Generally, the standard for stratification is the function of social enterprise and the nature and aim of social enterprise. This article says, though, that the internal feature of the organization is not a criterion befitting a signpost to tell regionally distinct paths. For the typology of the organizational types reflecting on the routes, the social origin theory of social enterprise suggests that it is uniquely suited to highlight the environment of local society as a criterion to differentiate the organization of social enterprise[12]. There is an array of local environmental variables to affect social enterprise development, which concerns economic, legal, and social elements. The organizational form of the social enterprise becomes diverse, relying on the way three elements are combined.

Above all, there is a typology conforming to the economic environment change. According to Kerlin and Salmon, the types of social enterprise are divided into three variables, involving the national development stage, organization activity, and corporate governance[13]. The organizational types complying with the national gap in the economy presume spaces where actors interact. For Kerlin and Salamon, the domain is the aim, organization, society, and strategy of social enterprise. Additionally, the actors are market, state, civil society, and international assistance around social enterprise. Second, Kim and Defourny categorize the organizational forms into six types by focusing on the features between profits and nonprofits; business, nonprofit cooperative, nonprofit partnership, profit partnership, labor integrated enterprise, and community development. Third, Spear, Cornforth, and Aiken classify the organizational form emphasizing corporate governance structure. Thus, it is easier to grasp the regional difference of the organization when focusing on the economic environment around social enterprise.

Next, there is a typology by the legal environment change. The legal environment consists of basic law and legal form. First, the basic law means under what law a social enterprise is created. Social enterprise is established relying on cooperative law and company law[14]. The basic law are affected by three variables; third sector tradition, welfare polity, and employment degree[15]. The hybrid by cooperative law exists in countries with social economy traditions, low employment, and state-led welfare. Its legal forms involve nonprofit corporations, social welfare

corporations, and social cooperatives. The countries are France, Spain, Portugal, Greece, Croatia, and Hungary in the European continent[16]. The social enterprise by company law appears in countries with nonprofit tradition, low or high employment, and market-led service supply[17]. On the one hand, if employment is low and the market share in the service supply is high in nonprofit tradition, then social enterprise develops. Its legal form is a non-profit organization, the country of which is the UK. On the other hand, if both the employment and the market share in service supply are high in nonprofit tradition, then the social enterprise is less developed. Its legal form is new business companies, the country of which is the US. <Table 1> shows the legal forms of social enterprise based on cooperative law and company law.

Table 1. Basic law and legal form of social enterprise by third sector, welfare, and employment.

Employment	Welfare polity	Third sector tradition							
		Social economy				Nonprofits			
		Enact	Law	Main Org.	Country	Enact	Law	Main org.	Country
Not good	Statism	Sufficient legislation	Cooperative law	NPOs corporation Social welfare corporation Social cooperative	France Spain Portugal Greece Croatia Hungary				
	Liberalism					Sufficient legislation	Company law	NPOs	UK
Good	Liberalism					Insufficient legislation		New business company	US

Apart from the above two legal forms based on cooperative law or company law shown in <Table 1>, there is an additional case where social enterprises exist according to comprehensive legal qualifications. The legal qualification means that a company or civic association is to obtain additional legal status in the name of social enterprise. There are two ways to qualify. The first way is a certification system that existing corporations or civic bodies can only be admitted in the name of social enterprise by satisfying the relevant requirements set by law and by approval from administrative agencies. The second way is a registration system that social enterprise can be registered only by reporting without the need for approval from administrative agencies. The former includes Korea, Belgium, Finland, Slovakia, Denmark, Slovenia, and the latter includes Italy and Poland.

Second, the legal form refers to whether there is an independent legal entity only for a social enterprise or not. There are two ways to make a legal entity. One is that if third sector organizations make profits through commerce, then they are automatically acknowledged as the legal entity of for-profit companies under the name of existing law. Precisely, this is not a separate legal entity for the social enterprise. It is because the law, without new legislation, seeks to define the social enterprise's profit activity. The other is that social enterprise is taken for granted as a separate legal entity by enacting discrete laws other than laws applicable to cooperatives and non-profits. Recently, giving an independent legal entity to social enterprise is perceived as a measure to gauge the development degree of the hybrid.

Thus far, the research into the regional comparison of social enterprise drew specific attention to its definition of various regions, the division of social enterprise types[18], the growth of social enterprises, the organizational form of social enterprise, and the legal basis of social enterprises[19]. Such research was a guidepost for the development of the social enterprise

latecomers. However, the study on developmental paths in social enterprise relatively lacks in comparing the character of social enterprise of individual countries in Europe, America, and East Asia at the stratified institutional level. In other words, a few comparative studies revolved around the vertical institutions of social enterprise between individual countries of various regions[20]. To close the research gap, the article selects the UK, the US, and Korea as models of Europe, North America, and East Asia and discusses China as an intersection between the three development paths to the legalization of social enterprise.

The research questions run as follows. First, how is the economic and political milieu different from each other of the social enterprise of the three countries? Second, what are the differences in the legal forms of social enterprises of the three countries? Third, what are the characteristics of three national governments' support systems and methods for social enterprise? The study also sets an analytical framework of macro, meso, and micro levels. The macro institution is an environment involving economic culture and dramatic political events. The meso institution is legalization and legal forms. The micro institution is support systems and support methods respectively involving law and inter-organizational network, and finance and projects.

3. Multilevel Institutions of Social Enterprise

3.1. Macro-institution: economic environment and political event

On a philanthropic basis, the English voluntary organizations consistently sold goods and services. An exemplar is the Rochdale Pioneers as the father of the cooperative movement. In post-World War II, the public sector positively provided a government service and welfare for its citizens, thanks to economic growth. However, an external shock happened unexpectedly; the oil crisis of the 1970s. The right-wing Conservative Party government in the 1980s cut welfare spending and privatized the public welfare service[21]. After a long governing of Thatcherism, the central-left Labor Party government in the late 1990s proposed a "third-way" idea of using private players as public service providers. The local governments formed a large quasi-market in which voluntary organizations entrusted by the government could join for the bureaucratic delivery[22]. The voluntary organizations again provided charitable services to the socially weak and officially gained the legal status of social enterprise. Since then, the voluntary organizations were considered a government's partner in delivering social service and acted in a space where the public, market, and third sectors joined. Finally, the UK in 2005 enacted the Community Interest Company Regulation, paving the way for mutual-aid societies and charity to acquire social enterprise status.

The state of the US was traditionally reluctant to intervene in the private sector. The third sector organizations were active from the period of the immigrant's settlement, leading to the community movements based on mutual aid and volunteerism, the charity movements between the Civil War and the Great Depression, and charity fundraising movements in the 20th century[23]. In such an environment, the Johnson administration pursued a policy of helping the poor, especially in 1960. En passant, the emergence of social enterprises arose from a dramatic external shock, a reduction in the government's funding of nonprofit organizations from the economic recession in the 1970s. The NPOs attempted organizational innovation by conducting for-profit businesses for financial independence. For example, the innovative measure is the use of the marketing techniques for financing through donations, the introduction of management techniques of the company, the pursuit of commercial venture opportunities, the sponsorship with commercial companies, and the establishment of partnerships[24]. In the 1990s, the Clinton administration invested federal funds into regional development projects to further nonprofits, in which nonprofits actively joined it and began to operate social enterprises.

The third sector organizations of Korea grew under the government's leadership rather than private volunteerism. Since its independence in 1948, Korea has absorbed various private organizations in an authoritarian government. From the 1960s to 1990s, the third sector grew up in opposition to authoritarian states in the grass-root democracy and community movements and played a limited role in providing welfare and social services. In this backdrop, Korea, which had never experienced a welfare state, faced external shocks such as the foreign exchange crisis in the late 1990s and the financial crisis in the mid-2000s. In response to the shock, the Kim, Dae-Joong government asked nonprofit organizations to provide social jobs as its productive welfare policy[25]. Finally, the Roh, Moo-Hyun government enacted the Social Enterprise Promotion Act to improve public interest through the administrative licensing system that entrusts jobs and social services to the private sector.

3.2. Meso institution: legalization and legal entity

In parallel to external shock and regime change, there was also a change in the legalization and legal entity for the hybrid in the three countries. First, the UK enacted the law to regulate the hybrid changed from old company acts to the new one. Before 2004, the voluntary organizations did commercial activities by borrowing the legal form of the companies stated on the old company act. For instance, charities and mutual aid societies borrowed the legal form of a company limited by guarantee on the old company act when they sold service products for the socially weak. The reason is that a company limited by guarantee, like cooperatives, reflects multi-stakeholders interest with one-man-one-vote and can join as a contractor in transactions. However, it was confined for charities to use the company as a legal entity. It is because the company's employees responsible only for their share cannot collect investment capital from voluntary investors by issuing stocks subject to sale. Thus, in 2005 the UK enacted a new Community Interest Company Act, admitting the voluntary organizations as a separate legal entity. Thus, the Community Interest Company became a non-profit investment company that raises funds for for-profit activities through a stock issue and reinvests the profits in places where social care is required.

Second, the American nonprofits also turned into hybrid legal entities balancing profit maximization and social good objectives. Corresponding to the cut of government subsidies, the nonprofits adopted limited liability companies (LLC) as a legal form of profit-seeking to attain financial independence from the government. The LLC before 2009, akin to the company limited by the liability of the UK, could collect investment capital through donations and generate profits through commercial activities. However, the non-profit and non-taxable organization had difficulty raising investment funds because it could not return the profits from investors according to a principle of non-dividend. Therefore, to induce investment, the state-level government created a Low-profit Limited Liability Company (L3C) that could be flexible in dividends of profits without specifying restrictions on profit allocation. Under the state-level company law, the social enterprise can distribute profits as for-profit agents, but they attempt to achieve social goals.

Third, the Korea's government granted existing legal entities for the qualification of social enterprise, but the social enterprise is not an independent, separate legal form. In 2007, Korea enacted a special law Social Enterprise Promotion Act to set up a social enterprise that can provide jobs and deliver social service on behalf of the government. Under the law, existing legal entities are qualified to additionally use the title of social enterprise if the organization meets the certification requirement, a kind of an administrative license[26]. Notwithstanding a recently positive discussion on the enactment of social enterprise legal entity in Korea, there is no institutionalization of social enterprise legal entity. To summarize the legalization and legal forms of social enterprise in three countries, whether there exists a separate legal entity or not pertains to the development of third sector organizations. There exists a separate legal entity for social enterprise if third sector organizations voluntarily developed in civil society.

3.3. Micro-institution: support system and support measure

The support system for social enterprise consists of law and inter-organizational networks. Above all, there was a positive enactment of law, giving support to the hybrid when employment falls without regard for welfare polity and the third sector development. It applies to UK and Korea. The English third sector positively sold necessities to the poor by using other legal entities when there was low employment in the 1980s. The examples run as follow: a limited liability company under Companies Act 1985, a charity under the Charities Act (1993), mutual aid society under Industrial and Provident Societies Act (1963), and friendly society under An Act for the Encouragement and Relief of Friendly Society (1793). Thereafter, the Community Interest Company Act (2005) acted as a basic law to command the whole social enterprise. Akin to the UK, Korea enacted a support law named Social Enterprise Promotion Act for the hybrid when the employment falls in the 1990s. Conversely, the US maintained high employment, in which the country made the negative enactment for social enterprise. The social enterprise only enjoys tax benefits under the 501 (c) (3) of the Internal Revenue Service tax system.

Next, there exists a public organization, supporting the hybrid if the third sector voluntarily developed and the government willingly support it. Additionally, there is an active inter-organizational network between public and private organizations around the exclusive support organization. First, the social enterprise of the UK, a national macroeconomic policy goal, was actively backed up by the central government where the ministry in charge is the Office of the Third Sector. There is also active cooperation between social enterprises as well as central ministries; for example, Social Enterprise Coalition (SEC) and Development Trust Association (DTA). Second, the US also shows a voluntary development of the third sector, but the main agent of development was the private foundation, not the government. The National Tax Service supports nonprofits under the tax law, and the Small and Medium Business Administration of the federal government supports the vulnerable. Third, in Korea, the Ministry of Labor acts as the department dedicated to the hybrid[27]. It is the Korea Social Enterprise Promotion Agency under the department that supports social enterprise. The provincial governments provide financial and management support with social enterprises while cooperating with the intermediate organizations of the same level. The network between social enterprises is weak in Korea.

The support measures for social enterprise consist of finance and program[28]. First, financial support falls into direct and indirect methods. The former involves cash grants such as subsidies and personnel expenses, and the latter involves tax breaks such as tax deductions and tax cuts. Countries like UK and US where the third sector voluntarily evolved focus on tax relief. In contrast, a country like Korea where the third sector is led by the state chooses subsidies and personnel expenses. For example, the tax break in the UK relates to the government experience that taxed charity on the sale of goods and attracted the investment from the membership of private sector organizations or local businesses. The government raised funds from banks, foundations, and tax breaks. The UK's nonprofits are financed by government funds, private donations, and membership fees. The Small Business Administration of the federal government provides small subsidies and operates loan programs and microloans. Korea prefers direct financial support such as insurance premiums and wage subsidies paid by the government. Also, the government admits taxable deductions of donations from the company, income tax relief, corporate tax relief, and loan arrangement as indirect financing. Briefly, whether the third sector voluntarily develops or not serves as a touchstone to determine the direct and indirect support.

Second, the program support is typed into three modes according to how government engages in the support program; government-centered, foundation-led, and government-controlled. The UK is a government-centered type, in which government gives comprehensive programs to social enterprise. The exemplar is public relations, consulting services, order for the public sector, and diverse suppliers for government procurement. The US is a foundation-led

type, in which private foundations give program support to social enterprises in education, research, consulting services for the set-up of social enterprise, and nurturing social entrepreneurs. The typical examples are Kellogg Foundation, Kaufman Foundation, Ashoka Foundation, Roberts Enterprise Development Fund, Rockefeller Foundation, and Skoll Foundation. Korea is a government-controlled type, in which central and provincial governments give support to certification and designation of social enterprise. There are central-level and province-level intermediary organizations to provide consulting services for start-ups, training programs for social entrepreneurs, and public relations of social values. In sum, the government engagement in the support programs gets higher in the order of US, UK, and Korea.

4. Comparison of the Influence of Hierarchical Institution

First, the external shock from economic stagnation played a big role in organizational change. It is found that the political regime is an internal factor to accelerate the environmental change in response to the external shock. The hybrid is formed, according to the way three sectors combine while the state responds to external shocks[29]. The UK and US shared the experience that the third sector organizations provided welfare and service for the socially weak. However, there is a different response to external shocks between them. The UK entrusted the state's function to the private association based on trust. The US does not intervene in nonprofits' profit-seeking, and nonprofits themselves transform into a hybrid through commercialization and pursue social efficiency between for-profit and non-profit activities. In Korea, the third sector organizations did rarely provide welfare and service for the socially weak. The external shocks forced the government to nurture social enterprise as a strategic policy option. In sum, the third sector declines as the state and market play the main role in delivering social service. As the external shock harms the ability of the state and market as the welfare-service provider, there was a convergence between the three sectors, leading to the hybrid. To paraphrase Etzioni, organizations break through existing boundaries and innovate to bring benefits back to society, resulting in the fourth sector.

Second, when it comes to the effects of basic law and legal entity, it is revealed that the state with a voluntary development tradition of the third sector shows that enterprise is made based on company law and has a separate legal entity. Conversely, the state without the tradition tends to make social enterprise by borrowing existing various laws and does not have a separate legal entity. The UK regulates social enterprise by company law, and the social enterprise has a separate legal entity. The U.S. regulates social enterprise by tax laws and local corporation laws, and the social enterprises also acquire corporate status. Korea's social enterprises adopt a certification system, and the social enterprises must first acquire company status under other laws. Overall, the attributes of the long-standing third sector of the three countries decisively influence the laws that social enterprises are based and separate legal entities are chosen.

Third, as regards the effect of micro-level support system and measure, it is found that the law as a support system and inter-organizational network exist and act well if there is a long-standing tradition of the third sector's voluntary development. Otherwise, it does not exist and acts actively. Additionally, the support methods are indirect if there is a long tradition of the third sector's voluntary development. Otherwise, it is direct. The UK has government departments dedicated to supporting third-sector development, government-private support organizations, and social enterprises' networks. In contrast, Korea has no central ministry dedicated to social enterprise, holds weak cooperation among ministries, and maintains an inactive inter-organizational network. The third sector of the US is similar to Britain, but the main supporter is not the government, but the private foundation. In program support, the U.K. provides full support through outsourcing public sector services, the U.S. provides support mainly through private consignment and subsidies, and in Korea, an intermediate organization designated by

the government acts on behalf of it. <Table 2> shows the influence of multi-leveled institutions on social enterprise formation and development between three countries.

Table 2. UK, US, Korea: comparison of the multi-institution of social enterprise.

Institution				Country		
Level	Variable			UK	US	Korea
Macro	Economic environment			Financial aid decline		
	Regime change			Thatcherism Labor Party	Clinton	Kim, Dae-Joong Roh, Moo-Hyun
Meso	Basic law of social enterprise			Company act		Certification
	Separate legal entity or not			Community interest company	L3C Benefit corporation Public benefit corporation Social purpose company	No
Micro	Support system	Law	Main law	Community interest company Act	Tax Law 501(c)(3)	Social enterprise promotion Act
			Related law	Company act. Friendly society act. Charities act. Industrial & provident society act. Unincorporated association.		
		Government's support organization		Office of third sector (2006)	Internal revenue service Small business administration (SBA)	
	Support method	Inter-organizational network		SEC DTA	SEA	SEPA Intermediate organization
		Finance		Funding. Indirect tax preferential treatment. Financial education program	Subsidy support. Donation. Tax credit Microloan program.	Labor cost assistance. Tax exemption. Subsidy. Facility cost support.
		Program		Consulting. Public order. Professional training. Marketing.	Consignment. Education program. Research program. Consulting.	Consulting. Education & training program. Marketing.

5. Implication for a Latecomer of Social Enterprise: China

With regard to the legalization of social enterprise in East Asia, China is one of the latest comers that did not promulgate laws on social enterprises. Clearly, there are organizations having certain characteristics of social enterprises such as private non-enterprise units, social welfare enterprises, and farmers' specialized cooperatives. The individual organizations already function as the hybrid that provides public goods and deliver social service in the local areas. In response, the local governments such as Chengdu, Shenzhen, and Beijing are experimenting the hybrid as both alternative public goods provider and profit-seeking actor. However, the organizations still differ from the social enterprise of government recognition. Any student of the social enterprise nature takes into deep consideration the central government recognition reflecting the state-led model of social enterprise in Korea[30]. In light of the hybrid nature incarnated between early comers and latecomer, the China's government needs to give thought to official recognition system for social enterprise.

Above all, China needs to learn a lesson from the legislation of the British Community Interest Company (CIC). CIC recognizes capital ownership of investors, but instead of distributing profits and gains among owners or dominant investors for the community or public good, the unappropriated earned surplus is used by firms to expand production, not to invest in society. Therefore, the government can consider transparent management through the disclosure of information while legally guaranteed companies use the surplus for social purposes such as job creation. Moreover, the institutional experience of the English social enterprise can be used to avoid simply looking at a social enterprise from the view of labor integration of the socially disadvantaged. Instead, it should be seen from the perspective of regional, industrial and social integration macroeconomic policies and social policies.

From the perspective of American practice, charitable foundations set up by socially responsible businesses are the main supporting bodies of the nonprofit sector, which also tend to use the way business operates to provide innovative lessons for the nonprofit sector. Among the emerging East Asian countries, both Korea and China continue to grow corporate philanthropy, but its size and scope are still limited compared to those of the US. companies and philanthropists in East Asia are using the donation of private property as part of their strategies to promote a corporate and personal image. Based on this tradition, the government ministries should promote corporate support to the third sector, including social enterprises, by strengthening systems relevant to charitable donations and the inheritance of private property.

The development of social enterprises in Korea shows the importance of institution-building at the national level. Social enterprise ideology was introduced to Korea and China simultaneously in the early 2000s, but Korea's social enterprises grew so quickly that they become government-run job agencies for the socially disadvantaged. And China's slow progress in top-level design and legislation has led to a relative lag in social enterprise development. Therefore, the government needs to clarify the legal form and registration requirements of social enterprises through legislation, and determine the relevant competent departments and support systems. Of course, the nation's social enterprises still operate with the government's financial support, and the overall ability of the hybrid to operate on their own remains questionable. Additionally, Korea's regulation requiring social enterprises to use two-thirds of their profits for social goals is controversial, limiting the private sector's willingness to earn income. In China's practice, more flexible regulations are needed on the standard of profit distribution for social enterprise.

China as the latest comer needs to borrow from Britain the policy application of social enterprises, from the US the social innovation, from Korea the development strategy, and adopt more flexible strategic choice.

6. Conclusion

This article examined the characteristics of social enterprise early comers and latecomers based on a comparative look at the U.K., the U.S., and Korea. The study found that the role of the first and second sectors in welfare and service delivery declined due to external economic shock and internal political change. Besides, the internal structural innovation of third sector organizations has led to the evolution of mixed welfare organizations. Among the precedent nations of social enterprise institutionalization, the voluntary development of the third sector is the main driving force behind the creation and scale of social enterprise. In the study, the legislation of social enterprise is influenced by the variables of the third sector, welfare regime, and employment status.

The study focuses on the exogenous factors of institutional formation and change. If the institution is viewed as a multilayered complex, there may be endogenous changes caused by the

conflict between institutions at different levels. This article does not discuss the role of endogenous factors sufficiently. It is noteworthy for future research to explore the interests of multiple stakeholders such as decision-makers, intermediaries, and employees around the process of changing the legal system of social enterprises in a particular country.

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8. Appendix

8.1. Authors contribution

		Initial name	Contribution
Author	CY		-Set of concepts <input checked="" type="checkbox"/>
			-Design <input checked="" type="checkbox"/>
			-Getting results <input checked="" type="checkbox"/>
			-Analysis <input checked="" type="checkbox"/>
			-Make a significant contribution to collection <input checked="" type="checkbox"/>
			-Final approval of the paper <input checked="" type="checkbox"/>
			-Corresponding <input checked="" type="checkbox"/>
			-Play a decisive role in modification <input checked="" type="checkbox"/>
			-Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/>
			-Participants in Drafting and Revising Papers <input checked="" type="checkbox"/>
			-Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>

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Big Data Analysis of Food Tourism under COVID-19 Regulations in Jeonnam, Korea

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Abstract

Purpose: The purpose of this study is to collect and analyze big data related to food tourism in Jeollanam-do. Specifically, this study analyzes what potential tourists consider food tourism in Jeollanam-do under the COVID-19 regulation. It is to analyze the perception about Jeonnam as a destination for food tourism perceived by potential tourists through big data analysis. From big data analysis, this study analyzes why tourists visit Jeollanam-do for food tourism.

Method: The big data collected for analysis ranged from January 1 to December 31, 2021 using the Textom and came from the "N" firm, the largest portal site in Korea. Big data was collected from blogs, cafes, and news among various channels owned by the firm using the keyword 'Jeonnam food tourism'. Two years have been since the first case of COVID-19 infection was reported in Korea on January 20, 2020. Word pairs were selected using the N-gram, which is a number that records the number of consecutive expressions of two words in the data. Key words were visualized using word cloud analysis.

Results: First, according to the frequency analysis through text mining, tourists who visit Jeollanam-do perceive Jeollanam-do as a food tourism destination. Second, in the frequency analysis using the N-gram, many words for tourism activities, tourism resources, tourism products, culture, and the like were presented in addition to food tourism in Jeollanam-do. Third, as in the frequency analysis using the N-gram and the result from word cloud, a specific region in Jeollanam-do such as Beopseongpo and a specific food such as kimchi were showed in the top search terms.

Conclusion: First, those officials who are charged in public relations and tourism in Jeollanam-do should prepare environments to provide unique tourism activities linked to food tourism and should develop various tourism programs in connection with food tourism in Jeollanam-do. Second, it is necessary to provide and promote fascinating programs that can be experienced from visit to Jeonnam, such as cultural tourism activities linked with food tourism and local tourism experiences. Finally, as the capital of food tourism, numerous advertisement and promotions for Jeonnam food and effective food-related festivals and events are necessary.

[Keywords] Big Data, Food Tourism, Covid-19, Regulations, Jeonnam

1. Introduction

A series of research using big data has already been carried out due to usefulness of re-search in various fields of social as well as natural sciences [1][2][3][4][5]. Among many fields of social science to which big data is applied, researchers are paying attention to analyses of consumption and patterns using big data in the fields of marketing and consumer and are conducting their research. As in the areas of marketing and consumer, a variety of studies are being conducted using big data in the tourism field, particularly in the food tourism [6][7][8][9]. Because of the usefulness and importance of big data analysis, there exist studies related to the food tourism. The main stream of studies that can be used as references are as follows. A study on

vitalization of gourmet tourism in Namdo sea road using big data analysis[8], a study on topic modeling and semantic network analysis using big data[10], a study on food tourism through semantic network analysis[9], and analysis of semantic network of gastronomic travel using social big data[6] are representatives associated with food tourism. Additionally, there is a case of research using Google big data to analyze tourists' perceptions of Mongolian food[7].

Furthermore, many studies have been conducted using big data in the field of foodservice tourism, which is similar to the field of food tourism[9][11][12]. Recently, much attention on the topic of food tourism as a tourism activity among researchers is increasing, and the importance of food tourism as the main purpose of domestic tourism activities is being emphasized[6]. There are an array of studies that have conducted overall and comprehensive semantic network analysis and trend analysis in the food tourism using big data, but there are few research that big data analysis is applied by limiting a specific area with the theme of food tourism. Therefore, the purpose of this study is to collect and analyze big data related to food tourism in Jeollanam-do. Specifically, this study analyzes what potential tourists consider food tourism in Jeollanam-do under the COVID-19 regulation. It is to analyze the perception about Jeonnam as a destination for food tourism perceived by potential tourists through big data analysis. From big data analysis, this study analyzes why tourists visit Jeollanam-do for food tourism. Finally, strategies and implications for Jeollanam-do to establish itself as a mecca for food tourism are also presented.

2. Big Data and Food Tourism

Research in big data has been conducted in a plethora of sectors of social science, and both application and usefulness of analysis of big data have already been proven by many researchers[6][9][12][13]. Big data enable to make many analyses such as connection centrality analysis, network analysis, word cloud, and TF-IDF (Term Frequency-Inverse Document Frequency) analysis. Big data can be effectively and efficiently used in many fields such as marketing and pattern analysis[7][14][15]. A large number of big data-related studies have been conducted in the tourism and food service fields. With big data, a bundle of studies will be conducted steadily due to the importance of Metaverse and AI (Artificial Intelligence) applications[7][9][16].

Many research in food tourism using big data were conducted not only overseas but also in Korea. Those research that presented meaningful results from analyses of big data include an exploratory study that has performed semantic network analysis related to food tourism, a study that has analyzed gastronomic travel using social big data, and a study that has analyzed Mongolian food recognition through collection of Google search data[6][7][9]. In particular, the study on the perception of Mongolian food through big data from Google has been a considerable contribution to the development of food tourism. However, previous studies related to food tourism were not conducted in a specific region or limited space in Korea because their areas or subjects were comprehensive and much broad. Therefore, this study carries out how to consider food tourism in Jeollanam-do under regulations caused by COVID-19 through big data analysis of the Jeonnam region and whether Jeonnam food tourism and other factors are related with.

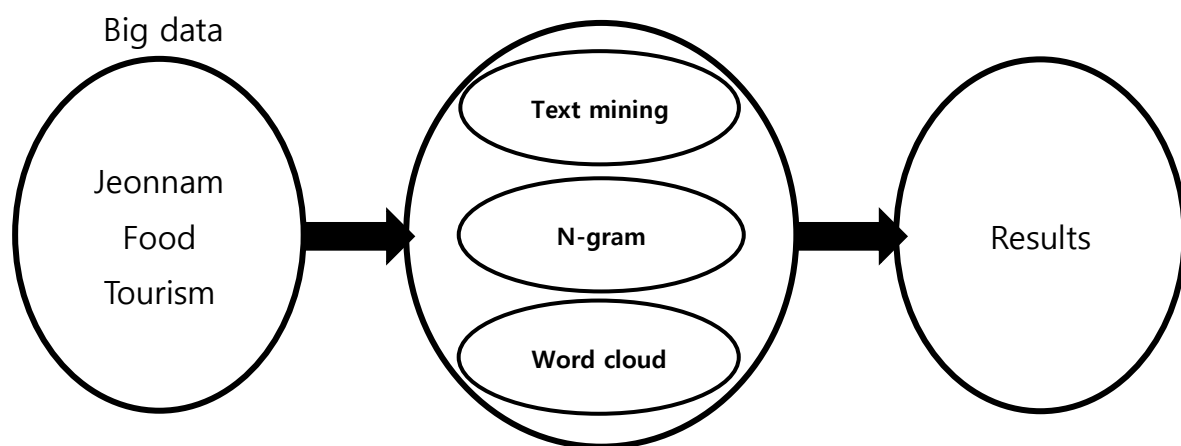
3. Research Methods

The big data collected for analysis ranged from January 1 to December 31, 2021 using the Textom and came from the “N” firm, the largest portal site in Korea. Big data was collected from blogs, cafes, and news among various channels owned by the firm using the keyword ‘Jeonnam food tourism’. Two years have been since the first case of COVID-19 infection was reported in

Korea on January 20, 2020. Although it planned to collect big data for food tourism in Jeollanam-do for two years from 2020 to 2021, big data from January to December 2021 were collected and analyzed due to time and cost constraints. Big data pertinent to food tourism in Jeollanam-do generated over a year were analyzed. Key words were extracted, and word frequencies were identified. Incomplete words were removed through a refining process, and frequencies of key words were presented using text mining. Meaningful words related to food tourism in Jeollanam-do were extracted and listed. Word pairs were selected using the N-gram, which is a number that records the number of consecutive expressions of two words in the data. To concretely explain the N-gram, the N-gram accounts for a chain of the number of words.

The high frequency of word 1 and word 2 explains that the frequency of the two words appearing side by side is high. Finally, key words were visualized using word cloud analysis[17][18][19][20][21][22][23][24][25]. The research model of this study was provided as below <Figure 1>.

Figure 1. Research model.



4. Results

4.1. Frequency analysis used by text mining

Because the purpose of this study is to analyze big data on food tourism under the COVID-19 regulation in Jeollanam-do, big data was collected using the keyword 'Jeonnam food tourism', and frequency analysis was performed using text mining. As a result, 3,464 words were extracted from the three channels of the N firm, and words with overlapping meanings and unnecessary words were removed from the extracted words. As shown in <Table 1>, the top 50 words of the most frequency are presented. From the top 50 words related to Jeollanam-do food tourism, words related to restaurants, including local regions in Jeollanam-do, are the majority. For example, Mokpo, Yeosu, Haenam, gourmet, tourism resources, culture, experience, and restaurant are distributed as top words. Moreover, Jeollanam-do is recognized as a representative of tourism destination for food tourism in Korea because of both its geographical location as a southern region and the rumors of food in Jeollanam-do. Therefore, in this study, as shown in the results of collection from big data with the key word of 'Jeonnam food tourism', it is analyzed that restaurants, restaurants, diversity, and specific regions pertaining to food tourism are included because of the perception that Jeollanam-do is a food tourism destination <Table 1>.

Table 1. Top keywords for Jeonnam food tourism.

Ranking	Word	Frequency	%	Ranking	Word	Frequency	%
1	Jeonnam	929	5.04	26	Relation	67	0.36
2	Food	297	1.61	27	Hanamgun	67	0.36
3	Tourism	248	1.34	28	Kimyeonja	67	0.36
4	Destination	210	1.14	29	Support	66	0.36
5	Upper	202	1.10	30	Variety	65	0.35
6	Tourist	149	0.81	31	Yeosu	65	0.35
7	Year	144	0.78	32	Place	63	0.34
8	Light	124	0.67	33	Experience	60	0.33
9	Region	121	0.66	34	World	58	0.31
10	Activity	118	0.64	35	National Namdo Food Promotion Institute	58	0.31
11	Restaurant	117	0.63	36	Participation	54	0.29
12	Jeonnam province	112	0.61	37	Mokpo city	53	0.29
13	Food tourism	107	0.58	38	Tourism resource	53	0.29
14	Build	93	0.50	39	Month	53	0.29
15	Representative	91	0.49	40	Culture	52	0.28
16	Selection	89	0.48	41	South	50	0.27
17	Establishment	85	0.46	42	Tasty restaurant	50	0.27
18	Trip	84	0.46	43	Establishment	50	0.27
19	Street	78	0.42	44	Driving	49	0.27
20	Mokpo	76	0.41	45	Corona	48	0.26
21	Competition	76	0.41	46	Subject	48	0.26
22	Taste	75	0.41	47	Thing	48	0.26
23	Application	73	0.40	48	Jeonllanamdo	48	0.26
24	Business	71	0.38	49	Plan	47	0.25
25	Spot	70	0.38	50	Image	47	0.25

4.2. Frequency analysis of paired-words using N-gram

The N-gram probabilistic model used in this study is a useful tool when two key terms appear repeatedly. In addition to frequency analysis using text mining, the N-gram was performed for further analysis of big data. The top 50 bundles of continuous word were extracted after analysis of the frequency of two repeated key terms. The results of analysis of chain words using N-gram were similar to those of frequency analysis from text mining. Various words as well as words related to food tourism were included in the top 50 chain words.

Interestingly, big data was collected by setting the keyword as 'Jeonnam food tourism', but those words such as Jeonnam tourism activities, tourism resources, and tourism products were also included in the top 50. Through chain word analysis using big data, there found that tourists who visit Jeollanam-do are not only interested in food but also other tourism activities and tourism development in Jeollanam-do. Moreover, as Jeollanam-do is the home of art, words pertinent to art, culture, and specific people were also included in the high frequency. Through this analysis, it turns out that Jeollanam-do is receiving attention as a destination for cultural tourism as well as food tourism <Table 2>.

Table 2. A list of paired-words based on N-gram.

Word 1	Word 2	Frequency	Word 1	Word 2	Frequency
Jeonnam	Destination	46	Image	Competition	20
National Namdo Food Promotion Institute	Establishment	46	Year	Month	20
Activation	Upper	45	Food	Experience	20
Food tourism	Activation	44	Congde	Narst	20
Jeonnam	Attraction	32	Jeonnam	Suncheon	20
Jeonnam	Hanamgun	31	Ocean	Eco	20
Mija Yoo	Jeonnam	30	Jeonnam	Next year	20
Jeonnam	Official	30	Resource	Jeonnam	20
Food	Tourism	29	Representative	Destination	20
Shinhae	Sheep	28	Food	Destination	20
Jeonnam	Mokpo city	27	Material	Complex	20
Taste	Food	26	Business	National Namdo Food Promotion Institute	19
Food	Street	26	Jeonnam	Agri-and Sea product	19
Culture	Food	24	National singer	Kimyeonja	19
Year	Jeonnam	24	Jeonnam	Tourism	19
Food	Resource	23	Agriculture	Relation	19
Establishment	Service charge	23	Relation	Business	19
Destination	Food	23	Activity	Plan	19
Tourist	Inducement	22	Attraction	All areas	19
Jeonnam	Visit	22	Official	Jeonnam	18
Kimchi	Material	21	Byopsungpo	Gul-Bi street	18
Regional economy	Activation	21	Complex	Business	18
Eco	Culture	21	Month	Year	18
Jeonnam	Yeosu	21	Eco-friendly environment	Number	18
Kimyeonja	Jeonnam	21	Variety	Activity	18

In order to show the results of big data analysis at a glance, visualization of word cloud was performed and customized. As shown in the frequency analysis and chain word frequency analysis according to the text mining, 50 important words are presented in the word cloud. The higher the frequency of the word, the larger the size of the word. Several words such as tourism destination, diversity, taste, restaurant, specific regions, and tourism activity are presented <Figure 2>.

The purpose of this study is to analyze big data on food tourism in Jeollanam-do under the crisis of COVID-19 pandemic. Although there are multiple techniques to analyze big data, in this study, word cloud analysis, frequency analysis, and chain word frequency analysis using text mining and N-gram were performed, and the following conclusions were presented.

Second, in the frequency analysis using the N-gram, many words for tourism activities, tourism resources, tourism products, culture, and the like were presented in addition to food tourism in Jeollanam-do. Although the big data used in this study is mostly related to food tourism, tourists are interested in factors that can be directly experienced, such as tourism activities and experiences. Therefore, it is necessary to provide and promote fascinating programs that can be experienced from visit to Jeonnam, such as cultural tourism activities linked with food tourism and local tourism experiences.

Third, as in the frequency analysis using the N-gram and the result from word cloud, a specific region in Jeollanam-do such as Beopseongpo and a specific food such as kimchi were showed in the top search terms. However, Jeollanam-do and local governments in Jeollanam-do are promoting Jeollanam-do as the hometown of food and taste, but search terms associated with food were not the majority. This implies that publicity for food tourism in Jeollanam-do is still sparse. Therefore, as the capital of food tourism, numerous advertisement and promotions for Jeonnam food and effective food-related festivals and events are necessary. As a food tourism destination, a strategy to attract regular or irregular food tourists into Jeonnam alone should be presented.

This study conducted a big data analysis on food tourists visiting Jeollanam-do under the COVID-19 regulation. As a quantitative study, this study also has the following limitations. First, the big data for this study was collected when the COVID-19 epidemic was prevalent after the first COVID-19 patient in Korea on January 20, 2020. A study that compares and analyzes the results before and after the outbreak of the epidemic is needed. It is necessary to present an alternative plan for the epidemic through comparative analysis of food tourism in Jeonnam before and after the outbreak of the COVID-19 epidemic[31][32][33][34][35]. Second, the data of this study are from January to December 2021. In order to secure the reliability of the results of this study, it is required to analyze big data for about 10 years in the follow-up study. The strengths and weaknesses of Jeollanam-do should be identified by analyzing changes of tourist behaviors, consumption, and visiting destinations through accumulated big data. Through these analyses, it is helpful to analyze the determinants of destination selection by tourists. Third, this study provided only the results from frequency analysis by text mining, chain word frequency analysis by the N-gram, and word cloud analysis due to time and cost constraints. In future studies, various analytical results such as network analysis and connection centrality analysis should be presented.

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7. Appendix

7.1. Authors contribution

	Initial name	Contribution
Author	HK	<ul style="list-style-type: none"> -Set of concepts <input checked="" type="checkbox"/> -Design <input checked="" type="checkbox"/> -Getting results <input checked="" type="checkbox"/> -Analysis <input checked="" type="checkbox"/> -Make a significant contribution to collection <input checked="" type="checkbox"/> -Final approval of the paper <input checked="" type="checkbox"/> -Corresponding <input checked="" type="checkbox"/> -Play a decisive role in modification <input checked="" type="checkbox"/> -Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/> -Participants in Drafting and Revising Papers <input checked="" type="checkbox"/> -Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>

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Regulation of North Korean Defectors: Validation of the Differences in Perception according to the Total Period of Service as Police and the Security and Service Period of the South Korean Security Police

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Abstract

Purpose: The purpose of this study is to validate the difference in the perception of North Korean defectors by focusing on variables according to the period of service of the security police and the police's total period of service, which can provide a high accessibility and experience based results for the North Korean defectors.

Method: In this study, 100 South Korean police officers in 2020 were surveyed among the police officers of the security department who had work experiences related to the North Korean defectors, and among the trainees of the Police Human Resources Development Institute, the police institute of education in South Korea. The survey was conducted by the self-administration method, and 91 people's questionnaires were used as valid samples, excluding the data with insincere responses or missing part of the survey information.

Results: In terms of the difference in the perception of North Korean defectors according to the period of police service, the analysis demonstrated that there was a significant difference for the Q-22 question at the level of 5%. That is, it turned out that the longer the total police service period, the more the North Korean defectors had the perception to receive legal support for the purposes of visiting the police station.

Furthermore, as for the difference in the perception of the North Korean defectors according to the period of the security police service, the analysis demonstrated a significant difference in the Q-24, Q-34, and Q-38 questions at the 5% level. That is, it turned out that the security police perceived the problems of the North Korean defectors to be personal safety and understanding of the South Korean society, and perceived that the average monthly economic income of the North Korean defectors is stable.

Conclusion: As the conclusion of this study, while the police generally perceive the work involving the North Korean defectors as a legal support and a business processing, the longer the service period of the security police, the difference in their perception turned out such that, the more problems with the personal safety of the North Korean defectors and their understanding of the South Korean society.

Furthermore, in terms of the security police who are directly in charge of the North Korean defectors, they have a common perception about the North Korean society, such as problem solving through violence, awareness of and avoidance of damages according to the compliance of law, and the justification of individual sacrifice by groups. Hence, it may be interpreted as a result of recognizing it as a result of a lack of personal protection against violent crimes and a lack of understanding of the South Korean society.

[Keywords] North Korean Defectors, Regulation, South Korean Security Police, Period of Service as Police, Perception

1. Introduction

While the focus is placed on the self-support and self-reliance policies of the North Korean defectors, the success of the self-support and self-reliance policies depends on whether the

North Korean defectors successfully settle in the South Korean society. The North Korean defectors are making significant efforts to successfully settle in the South Korean society. However, unlike the communist system in which the North Korean defectors lived in the past, it is not so easy to adapt to the South Korean society, a capitalist society. Due to various factors including economic instability, different values, socio-cultural heterogeneity, and psychological and mental instability which emerge in their adaptation process, it is a major factor of their social maladaptation[1][2].

In particular, given such social and cultural factors, the North Korean defectors belonging to the lower economic class in the South Korean society are prone to crimes and participation in criminal activities, and they become a target of crimes such as fraud related to the government's settlement funds and subsidies for their settlement in the South Korean society[3][4][5].

To support the settlement of such North Korean defectors, legal and institutional settlement support such as settlement payment, housing support, employment support, social welfare, education support, and placement of settlement facilitators and protection officers are provided. Personal protection for the crime damage related countermeasures, reinforcement of the security police organization, guidance for successful establishment and mission of security police, and raising awareness are required[6][7][8].

This might act as a potential factor of anxiety for the South Korean society if the North Korean defectors fail to adapt to the society and even return to North Korea, commit crimes, or become victims of crimes.

Given such an environment, the security police not only provide national security services, but are also responsible for the tasks under special situations including personal protection for the North Korean defectors, and the task of the security police to comprehensively prevent and respond to overall problems is so crucial[9][10]. This is because they are in a basic and important position to carry out policies for the North Korean defectors most directly in person, and achieve the procedural control and effective policing in terms of preventing and responding to potential threats in the future[11][12][13]. Hence, in order to resolve various problems for the North Korean defectors, studies for validating the effective protection and direct security police work is essential.

A number of previous studies also suggest institutional reinforcement methods according to the organization, characteristics, and tasks of the security police[14][15][16], and accordingly, the purpose of this study was to validate the difference in the perception with a focus on variables according to the period of service of the security police and the total police service period, which can provide results based on a high accessibility and experiences.

2. Research Method

2.1. Research subjects and sampling method

In this study, among police officers in the security department as of 2020 who had experience in work related North Korean defectors, 100 trainees in the Police Human Resources Development Institute were surveyed via self-administration method. Among the collected survey questionnaires, 91 were selected as valid samples, excluding those whose answers were incomplete or missing.

Table 1. The general characteristic of the research subjects.

	Description	N(%)	Total
Gender	Male	61(67.0%)	91

	Female	30(33.0%)	
Age	20s	7(7.7%)	91
	30s	28(30.8%)	
	40s	30(33.0%)	
	50s or older	26(28.6%)	
Education	High school	14(15.4%)	91
	Junior college	30(33.0%)	
	College	43(47.3%)	
	Graduate school	4(4.4%)	
Rank	Policemen/women	1(1.1%)	91
	Senior policemen/women	19(20.9%)	
	Assistant inspector	18(19.8%)	
	Inspector	29(31.9%)	
	Senior inspector	14(15.4%)	
	Superintendent	10(11.0%)	
Employment path	General recruitment	75(82.4%)	91
	Special recruitment	5(5.5%)	
	Police academy	2(2.2%)	
	Police cadet	9(9.9%)	
	Other	0(0.0%)	
The total period of service as a police officer	5 years and less	13(14.3%)	91
	6-10 years	32(35.2%)	
	11-15 years	13(14.3%)	
	16-20 years	13(14.3%)	
	Longer than 20 years	20(22.0%)	
The period of service at the security department	2 years and less	16(17.6%)	91
	3-5 years	56(61.5%)	
	6-10 years	17(18.7%)	
	Longer than 10 years	2(2.2%)	
The number of police officers in the organization	10 or less	18(19.8%)	91
	11 or more and 15 or less	42(46.2%)	
	16 or more and 20 or less	24(26.4%)	
	More than 21	7(7.7%)	
Service location	Tier 1 areas(big cities)	80(87.9%)	91
	Tier 2 areas	11(12.1%)	
	Tier 3 areas(rural areas)	0(0.0%)	

2.2. Measuring instrument

The appropriate method for each verification method was chosen to increase the content validity and validate the construct validity of the questionnaire. Content validity was validated through consultation with relevant experts to adopt survey questions suitable for the purpose of the study, and the reliability of the survey questions was shown to be Cronbach's α coefficient .878.

Table 2. The questions.

	Questions
Q-1	North Korean refugees are satisfied with their lives in South Korea.
Q-2	North Korean refugees are agonizing because of their families left behind in North Korea.
Q-3	North Korean refugees are feeling threatened.
Q-4	North Korean refugees feel antagonistic towards South Koreans.
Q-5	North Korean refugees believe that there are forces in South Korean society which follow the North Korean regime.
Q-6	Police officers in charge of personal protection play such an important role in the settlement process for North Korean refugees in South Korea.

Q-7	North Korean refugees believe that they could pose a threat to themselves following political changes in South Korea.
Q-8	For North Korean refugees, the police officers in charge of personal protection need a variety of help Furthermore, to their duties.
Q-9	Counseling is provided for the North Korean refugees across various issues as the police officers in charge of personal protection.
Q-10	North Korean refugees are satisfied with South Korea's police officer system for personal protection.
Q-11	North Korean refugees desire facilitation of legal assistance related issues for the police officers in charge of personal protection.
Q-12	North Korean refugees desire facilitation of the employment and job placement related issues for the police officers in charge of personal protection.
Q-13	North Korean refugees facilitation of the personal protection related issues of the police officers in charge of personal protection.
Q-14	North Korean refugees are satisfied with the duty of the police officers in charge of personal protection.
Q-15	North Korean refugees believe that the South Korean police organization is an organization dedicated to serving the people.
Q-16	North Korean refugees consider the South Korean police organization to be an honest law enforcement organization.
Q-17	North Korean refugees believe that the South Korean police organization is a coercive organization which rules over the people.
Q-18	North Korean refugees believe that the South Korean organization is one which protects the socially disadvantaged.
Q-19	North Korean refugees visit the South Korean police stations with ease as needed.
Q-20	North Korean refugees visit South Korean police stations to find North Korean refugees or relatives.
Q-21	North Korean refugees visit South Korean police stations because they have been defrauded or assaulted by someone.
Q-22	North Korean refugees visit South Korean police stations to seek legal assistance.
Q-23	North Korean refugees visit South Korean police stations to seek help with how they are treated unfairly such as unpaid wages.
Q-24	Understanding of the South Korean society is the most necessary education for North Korean refugees to adapt to the South Korean society.
Q-25	Understanding legal aspects is the most necessary education for North Korean refugees to adapt to the South Korean society.
Q-26	Understanding cultural life is the most necessary education for North Korean refugees to adapt to the South Korean society.
Q-27	Understanding vocational training is the most necessary education for North Korean refugees to adapt to the South Korean society.
Q-28	North Korean refugees are looking for jobs themselves in the South Korean society.
Q-29	North Korean refugees are looking for jobs in the South Korean society through religious organizations.
Q-30	North Korean refugees are looking for jobs in the South Korean society through manpower agencies.
Q-31	North Korean refugees look for jobs in the South Korean society through the police officers in charge of personal protection.
Q-32	North Korean refugees are looking for jobs in the South Korean society through other governmental agencies (vocational counselors and the North-South Hana Foundation).
Q-33	The largest challenge for the North Korean refugees in settling in the South Korean society is finding a job.
Q-34	The largest challenge for the North Korean refugees in settling in the South Korean society is their personal safety.
Q-35	The largest challenge for the North Korean refugees in settling in the South Korean society is their economic life.
Q-36	The largest challenge for the North Korean refugees in settling in the South Korean society is their adaptation to daily lives.
Q-37	The largest challenge for the North Korean refugees in settling in the South Korean society is their communication with neighbors.
Q-38	The average monthly income per household of the North Korean refugees is moderate.

2.3. Data processing and the analytical method

The data processing for this study was conducted by the SPSS 23.0 Program, a statistical package program, and the statistical validation was performed according to the purpose of the data analysis as follows.

First, the frequency analysis was performed to examine and understand the general characteristics by using the SPSS/PC+23.0 program.

Second, to validate the reliability of the questionnaire, the Cronbach's α coefficient was calculated.

Third, the one-way ANOVA was performed to examine and understand the difference in the perception of the North Korean defectors according to the number of police officers.

Fourth, the t-test was conducted to examine and understand the difference in the perception of the North Korean defectors by the security police according to the area of service.

3. Research Results

3.1. Differences in the perception towards the North Korean defectors according to the total police service period

Table 3. Differences in the perception towards the North Korean defectors according to the total police service period.

		N	M	SD	F	sig	post hot
Q-1	5 years or less	13	2.7692	.59914	.512	.727	
	6 or more years-10 years or less	32	2.5313	.67127			
	11 or more years-15 years or less	13	2.6923	.48038			
	16 or more years-20 years or less	13	2.5385	.51887			
	20 or more years	20	2.7000	.73270			
Q-2	5 years or less	13	2.8462	.80064	2.207	.075	
	6 or more years-10 years or less	32	2.5938	.49899			
	11 or more years-15 years or less	13	2.6154	.65044			
	16 or more years-20 years or less	13	2.3846	.50637			
	20 or more years	20	2.3000	.47016			
Q-3	5 years or less	13	2.6923	.75107	1.701	.157	
	6 or more years-10 years or less	32	2.2813	.45680			
	11 or more years-15 years or less	13	2.4615	.66023			
	16 or more years-20 years or less	13	2.3846	.50637			
	20 or more years	20	2.2500	.44426			
Q-4	5 years or less	13	2.4615	.51887	.828	.511	
	6 or more years-10 years or less	32	2.3438	.48256			
	11 or more years-15 years or less	13	2.5385	.51887			
	16 or more years-20 years or less	13	2.3846	.50637			
	20 or more years	20	2.2500	.44426			
Q-5	5 years or less	13	2.9231	.75955	.689	.602	
	6 or more years-10 years or less	32	2.6563	.74528			
	11 or more years-15 years or less	13	2.6154	.86972			
	16 or more years-20 years or less	13	2.6154	.50637			
	20 or more years	20	2.5000	.68825			
Q-6	5 years or less	13	3.3846	.65044	.709	.588	
	6 or more years-10 years or less	32	3.3438	.86544			
	11 or more years-15 years or less	13	3.1538	.55470			
	16 or more years-20 years or less	13	3.5385	.51887			
	20 or more years	20	3.5500	.82558			
Q-7	5 years or less	13	3.3077	.63043	1.282	.283	
	6 or more years-10 years or less	32	2.8750	.79312			
	11 or more years-15 years or less	13	2.7692	.83205			
	16 or more years-20 years or less	13	3.0769	.64051			
	20 or more years	20	2.8000	.76777			
Q-8	5 years or less	13	3.4615	.66023	.756	.557	
	6 or more years-10 years or less	32	3.2813	.92403			
	11 or more years-15 years or less	13	3.1538	.80064			
	16 or more years-20 years or less	13	3.3077	.75107			
	20 or more years	20	3.6000	.82078			

Q-9	5 years or less	13	3.3077	.63043	1.176	.327	
	6 or more years-10 years or less	32	3.1875	.89578			
	11 or more years-15 years or less	13	3.0000	1.00000			
	16 or more years-20 years or less	13	3.4615	.51887			
	20 or more years	20	3.5500	.82558			
Q-10	5 years or less	13	3.3077	.85485	.592	.669	
	6 or more years-10 years or less	32	3.2500	.71842			
	11 or more years-15 years or less	13	3.0000	.57735			
	16 or more years-20 years or less	13	3.3077	.63043			
	20 or more years	20	3.4000	.88258			
Q-11	5 years or less	13	3.1538	.80064	1.263	.291	
	6 or more years-10 years or less	32	3.1875	.73780			
	11 or more years-15 years or less	13	3.1538	.68874			
	16 or more years-20 years or less	13	3.1538	.37553			
	20 or more years	20	3.5500	.60481			
Q-12	5 years or less	13	3.0769	.64051	1.622	.176	
	6 or more years-10 years or less	32	3.4375	.71561			
	11 or more years-15 years or less	13	3.0000	.81650			
	16 or more years-20 years or less	13	3.3846	.50637			
	20 or more years	20	3.5000	.76089			
Q-13	5 years or less	13	3.1538	.80064	.574	.682	
	6 or more years-10 years or less	32	3.2500	.76200			
	11 or more years-15 years or less	13	3.3846	.65044			
	16 or more years-20 years or less	13	3.1538	.55470			
	20 or more years	20	3.4500	.68633			
Q-14	5 years or less	13	2.9231	.64051	1.422	.234	
	6 or more years-10 years or less	32	3.2813	.77186			
	11 or more years-15 years or less	13	2.8462	.80064			
	16 or more years-20 years or less	13	3.3846	.65044			
	20 or more years	20	3.3000	.92338			
Q-15	5 years or less	13	3.3846	.65044	.727	.576	
	6 or more years-10 years or less	32	3.4688	.76134			
	11 or more years-15 years or less	13	3.4615	.66023			
	16 or more years-20 years or less	13	3.1538	.80064			
	20 or more years	20	3.6000	.82078			
Q-16	5 years or less	13	3.3077	.63043	1.168	.331	
	6 or more years-10 years or less	32	3.4375	.66901			
	11 or more years-15 years or less	13	3.2308	.72501			
	16 or more years-20 years or less	13	3.1538	.80064			
	20 or more years	20	3.6500	.87509			
Q-17	5 years or less	13	2.3846	.50637	.587	.673	
	6 or more years-10 years or less	32	2.2500	.50800			

	11 or more years- 15 years or less	13	2.5385	.77625			
	16 or more years- 20 years or less	13	2.3077	.63043			
	20 or more years	20	2.4000	.68056			
Q-18	5 years or less	13	3.0000	.81650	1.641	.171	
	6 or more years- 10 years or less	32	3.2500	.71842			
	11 or more years- 15 years or less	13	3.3077	.63043			
	16 or more years- 20 years or less	13	3.3077	.75107			
	20 or more years	20	3.6500	.81273			
Q-19	5 years or less	13	2.9231	.64051	.717	.583	
	6 or more years- 10 years or less	32	2.8438	.88388			
	11 or more years- 15 years or less	13	2.6923	.75107			
	16 or more years- 20 years or less	13	2.9231	.64051			
	20 or more years	20	3.1500	.93330			
Q-20	5 years or less	13	2.5385	.51887	.308	.872	
	6 or more years- 10 years or less	32	2.6250	.65991			
	11 or more years- 15 years or less	13	2.6154	.76795			
	16 or more years- 20 years or less	13	2.7692	.59914			
	20 or more years	20	2.5500	.51042			
Q-21	5 years or less	13	3.3077	.63043	.352	.842	
	6 or more years- 10 years or less	32	3.0938	.73438			
	11 or more years- 15 years or less	13	3.3077	.63043			
	16 or more years- 20 years or less	13	3.1538	.68874			
	20 or more years	20	3.2000	.69585			
Q-22	5 years or less	13	2.9231	.27735	3.072	.020	E>D
	6 or more years- 10 years or less	32	3.0938	.46555			
	11 or more years- 15 years or less	13	3.0000	.57735			
	16 or more years- 20 years or less	13	2.8462	.37553			
	20 or more years	20	3.4000	.68056			
Q-23	5 years or less	13	2.7692	.83205	.795	.531	
	6 or more years- 10 years or less	32	2.9063	.64053			
	11 or more years- 15 years or less	13	2.7692	.43853			
	16 or more years- 20 years or less	13	2.7692	.72501			
	20 or more years	20	3.1000	.71818			
Q-24	5 years or less	13	2.8462	.68874	2.451	.052	
	6 or more years- 10 years or less	32	3.3438	.60158			
	11 or more years- 15 years or less	13	3.4615	.77625			
	16 or more years- 20 years or less	13	3.5385	.51887			
	20 or more years	20	3.5000	.76089			
Q-25	5 years or less	13	3.3077	.75107	.770	.547	
	6 or more years- 10 years or less	32	3.0625	.61892			
	11 or more years- 15 years or less	13	3.1538	.68874			
	16 or more years- 20 years or less	13	3.3846	.50637			

	20 or more years	20	3.3000	.80131			
Q-26	5 years or less	13	3.5385	.66023	.524	.719	
	6 or more years-10 years or less	32	3.4375	.61892			
	11 or more years-15 years or less	13	3.6154	.65044			
	16 or more years-20 years or less	13	3.6923	.48038			
	20 or more years	20	3.5000	.51299			
Q-27	5 years or less	13	3.3846	.65044	.580	.678	
	6 or more years-10 years or less	32	3.2813	.63421			
	11 or more years-15 years or less	13	3.2308	.72501			
	16 or more years-20 years or less	13	3.2308	.59914			
	20 or more years	20	3.5000	.60698			
Q-28	5 years or less	13	3.3077	.75107	.975	.425	
	6 or more years-10 years or less	32	2.8750	.75134			
	11 or more years-15 years or less	13	3.0000	.70711			
	16 or more years-20 years or less	13	3.1538	.68874			
	20 or more years	20	3.0000	.64889			
Q-29	5 years or less	13	2.8462	.55470	.617	.651	
	6 or more years-10 years or less	32	2.9375	.43533			
	11 or more years-15 years or less	13	2.8462	.37553			
	16 or more years-20 years or less	13	3.0000	.57735			
	20 or more years	20	2.7500	.63867			
Q-30	5 years or less	13	3.0000	0.00000	.670	.614	
	6 or more years-10 years or less	32	2.9375	.50402			
	11 or more years-15 years or less	13	2.7692	.43853			
	16 or more years-20 years or less	13	3.0000	.57735			
	20 or more years	20	2.9500	.22361			
Q-31	5 years or less	13	3.0769	.75955	.237	.917	
	6 or more years-10 years or less	32	3.0625	.61892			
	11 or more years-15 years or less	13	2.9231	.64051			
	16 or more years-20 years or less	13	3.0769	.49355			
	20 or more years	20	3.1500	.74516			
Q-32	5 years or less	13	3.3846	.65044	.422	.792	
	6 or more years-10 years or less	32	3.1563	.62782			
	11 or more years-15 years or less	13	3.3077	.63043			
	16 or more years-20 years or less	13	3.1538	.55470			
	20 or more years	20	3.2000	.61559			
Q-33	5 years or less	13	3.2308	.72501	.650	.629	
	6 or more years-10 years or less	32	3.3750	.70711			
	11 or more years-15 years or less	13	3.3846	.76795			
	16 or more years-20 years or less	13	3.0769	.64051			
	20 or more years	20	3.4500	.75915			
Q-34	5 years or less	13	2.4615	.66023	.626	.645	

	6 or more years-10 years or less	32	2.3125	.53506			
	11 or more years-15 years or less	13	2.1538	.37553			
	16 or more years-20 years or less	13	2.4615	.66023			
	20 or more years	20	2.3500	.67082			
Q-35	5 years or less	13	3.5385	.66023	.601	.663	
	6 or more years-10 years or less	32	3.5000	.62217			
	11 or more years-15 years or less	13	3.5385	.66023			
	16 or more years-20 years or less	13	3.3077	.63043			
	20 or more years	20	3.6500	.58714			
Q-36	5 years or less	13	3.6154	.65044	.197	.939	
	6 or more years-10 years or less	32	3.5000	.56796			
	11 or more years-15 years or less	13	3.6154	.65044			
	16 or more years-20 years or less	13	3.4615	.51887			
	20 or more years	20	3.5000	.68825			
Q-37	5 years or less	13	3.7692	.43853	.768	.549	
	6 or more years-10 years or less	32	3.4375	.66901			
	11 or more years-15 years or less	13	3.6154	.65044			
	16 or more years-20 years or less	13	3.5385	.51887			
	20 or more years	20	3.5000	.60698			
Q-38	5 years or less	13	2.8462	.37553	.138	.968	
	6 or more years-10 years or less	32	2.8125	.47093			
	11 or more years-15 years or less	13	2.8462	.37553			
	16 or more years-20 years or less	13	2.9231	.49355			
	20 or more years	20	2.8500	.48936			

Note: A: 5 years or less, B: 6 or more years-10 years or less, C: 11 or more years-15 years or less, D: 16 or more years-20 years or less, E: 20 or more years.

<Table 3> illustrates the differences in the perceptions towards the North Korean defectors according to the total police service period of the affiliated organization. As a result of the analysis performed, at the level of 5%, Q-22 over 20 years turned out to be higher than 16-20 years. That is, it turned out that the longer the total police service period, the more the North Korean defectors had the perception of receive a legal support for the purpose of visiting the police station.

3.2. Differences in the perception towards the North Korean defectors according to the security and the period of service

Table 4. Differences in the perception towards the North Korean defectors according to the security and the period of service

		N	M	SD	F	sig	post hot
Q-1	2 years or less	16	2.7500	.57735	.893	.448	
	3 or more years-5 years or less	56	2.6250	.64842			
	6 or more years-10 years or less	17	2.5882	.61835			
	10 or more years	2	2.0000	.00000			
Q-2	2 years or less	16	2.6875	.70415	1.425	.241	
	3 or more years-5 years or less	56	2.5714	.56752			

Q-3	6 or more years- 10 years or less	17	2.2941	.46967	1.408	.246	
	10 or more years	2	2.5000	.70711			
	2 years or less	16	2.5625	.62915			
	3 or more years- 5 years or less	56	2.3750	.55800			
	6 or more years- 10 years or less	17	2.1765	.39295			
Q-4	10 or more years	2	2.5000	.70711	2.706	.050	
	2 years or less	16	2.5000	.51640			
	3 or more years- 5 years or less	56	2.4286	.49935			
Q-5	6 or more years- 10 years or less	17	2.1176	.33211	.458	.712	
	10 or more years	2	2.0000	.00000			
	2 years or less	16	2.8125	.75000			
	3 or more years- 5 years or less	56	2.5893	.70780			
	6 or more years- 10 years or less	17	2.7059	.77174			
	10 or more years	2	2.5000	.70711			
Q-6	2 years or less	16	3.4375	.81394	.047	.986	
	3 or more years- 5 years or less	56	3.3929	.73059			
	6 or more years- 10 years or less	17	3.3529	.78591			
Q-7	10 or more years	2	3.5000	.70711	.694	.558	
	2 years or less	16	3.0000	.73030			
	3 or more years- 5 years or less	56	2.9464	.79589			
Q-8	6 or more years- 10 years or less	17	2.7647	.66421	.555	.646	
	10 or more years	2	3.5000	.70711			
	2 years or less	16	3.3125	.87321			
	3 or more years- 5 years or less	56	3.3214	.85508			
	6 or more years- 10 years or less	17	3.4706	.71743			
	10 or more years	2	4.0000	.00000			
Q-9	2 years or less	16	3.2500	.77460	1.149	.334	
	3 or more years- 5 years or less	56	3.2143	.86790			
	6 or more years- 10 years or less	17	3.5294	.71743			
	10 or more years	2	4.0000	.00000			
Q-10	2 years or less	16	3.2500	.85635	.169	.917	
	3 or more years- 5 years or less	56	3.2500	.71985			
	6 or more years- 10 years or less	17	3.3529	.78591			
	10 or more years	2	3.0000	.00000			
Q-11	2 years or less	16	3.0625	.85391	.833	.480	
	3 or more years- 5 years or less	56	3.2679	.67396			
	6 or more years- 10 years or less	17	3.4118	.50730			
	10 or more years	2	3.0000	.00000			
Q-12	2 years or less	16	3.1875	.83417	.329	.804	
	3 or more years- 5 years or less	56	3.3750	.70227			
	6 or more years- 10 years or less	17	3.2941	.68599			
	10 or more years	2	3.5000	.70711			

Q-13	2 years or less	16	3.1250	.88506	.773	.512	
	3 or more years-5 years or less	56	3.2857	.65267			
	6 or more years-10 years or less	17	3.4706	.71743			
	10 or more years	2	3.0000	.00000			
Q-14	2 years or less	16	3.1250	.80623	1.349	.264	
	3 or more years-5 years or less	56	3.1429	.77292			
	6 or more years-10 years or less	17	3.4706	.79982			
	10 or more years	2	2.5000	.70711			
Q-15	2 years or less	16	3.4375	.89209	.571	.636	
	3 or more years-5 years or less	56	3.3750	.72770			
	6 or more years-10 years or less	17	3.6471	.70189			
	10 or more years	2	3.5000	.70711			
Q-16	2 years or less	16	3.3750	.71880	.020	.996	
	3 or more years-5 years or less	56	3.3929	.73059			
	6 or more years-10 years or less	17	3.4118	.87026			
	10 or more years	2	3.5000	.70711			
Q-17	2 years or less	16	2.4375	.51235	.429	.732	
	3 or more years-5 years or less	56	2.3214	.57547			
	6 or more years-10 years or less	17	2.4118	.79521			
	10 or more years	2	2.0000	.00000			
Q-18	2 years or less	16	2.9375	.85391	2.577	.059	
	3 or more years-5 years or less	56	3.3214	.71623			
	6 or more years-10 years or less	17	3.6471	.70189			
	10 or more years	2	3.5000	.70711			
Q-19	2 years or less	16	3.0000	.81650	.917	.436	
	3 or more years-5 years or less	56	2.9286	.80582			
	6 or more years-10 years or less	17	2.8824	.85749			
	10 or more years	2	2.0000	.00000			
Q-20	2 years or less	16	2.4375	.51235	1.778	.157	
	3 or more years-5 years or less	56	2.7143	.65267			
	6 or more years-10 years or less	17	2.5294	.51450			
	10 or more years	2	2.0000	.00000			
Q-21	2 years or less	16	3.1250	.80623	1.922	.132	
	3 or more years-5 years or less	56	3.1071	.62315			
	6 or more years-10 years or less	17	3.4118	.71229			
	10 or more years	2	4.0000	.00000			
Q-22	2 years or less	16	2.9375	.44253	.548	.651	
	3 or more years-5 years or less	56	3.1250	.42906			
	6 or more years-10 years or less	17	3.1176	.85749			
	10 or more years	2	3.0000	.00000			
Q-23	2 years or less	16	2.7500	.77460	.576	.632	

Q-24	3 or more years- 5 years or less	56	2.9464	.58526	3.130	.030	C>A
	6 or more years- 10 years or less	17	2.8824	.85749			
	10 or more years	2	2.5000	.70711			
	2 years or less	16	3.0000	.63246			
	3 or more years- 5 years or less	56	3.3393	.66815			
	6 or more years- 10 years or less	17	3.7059	.68599			
	10 or more years	2	3.5000	.70711			
	2 years or less	16	3.1250	.80623			
	3 or more years- 5 years or less	56	3.1964	.58526			
	6 or more years- 10 years or less	17	3.3529	.86177			
Q-25	10 or more years	2	3.0000	.00000	.402	.752	
Q-26	2 years or less	16	3.4375	.62915	.691	.560	
	3 or more years- 5 years or less	56	3.5000	.60302			
	6 or more years- 10 years or less	17	3.7059	.46967			
	10 or more years	2	3.5000	.70711			
	2 years or less	16	3.3125	.60208			
Q-27	3 or more years- 5 years or less	56	3.2857	.65267	.414	.743	
	6 or more years- 10 years or less	17	3.4706	.62426			
	10 or more years	2	3.5000	.70711			
Q-28	2 years or less	16	3.2500	.85635	1.309	.277	
	3 or more years- 5 years or less	56	3.0000	.63246			
	6 or more years- 10 years or less	17	2.8235	.80896			
	10 or more years	2	3.5000	.70711			
Q-29	2 years or less	16	2.8750	.50000	2.494	.065	
	3 or more years- 5 years or less	56	2.9643	.50324			
	6 or more years- 10 years or less	17	2.5882	.50730			
	10 or more years	2	3.0000	.00000			
Q-30	2 years or less	16	3.0000	.00000	.235	.872	
	3 or more years- 5 years or less	56	2.9286	.49935			
	6 or more years- 10 years or less	17	2.8824	.33211			
	10 or more years	2	3.0000	.00000			
Q-31	2 years or less	16	3.0625	.68007	.676	.569	
	3 or more years- 5 years or less	56	3.0536	.67203			
	6 or more years- 10 years or less	17	3.1765	.52859			
	10 or more years	2	2.5000	.70711			
Q-32	2 years or less	16	3.1875	.75000	.156	.926	
	3 or more years- 5 years or less	56	3.2143	.56292			
	6 or more years- 10 years or less	17	3.2353	.66421			
	10 or more years	2	3.5000	.70711			
Q-33	2 years or less	16	3.3125	.70415	.136	.938	
	3 or more years- 5 years or less	56	3.3036	.73657			

Q-34	6 or more years-10 years or less	17	3.4118	.71229	3.222	.027	D>B,C
	10 or more years	2	3.5000	.70711			
	2 years or less	16	2.4375	.62915			
	3 or more years-5 years or less	56	2.2857	.52964			
	6 or more years-10 years or less	17	2.2941	.58787			
	10 or more years	2	3.5000	.70711			
Q-35	2 years or less	16	3.3750	.71880	1.249	.297	
	3 or more years-5 years or less	56	3.4821	.63220			
	6 or more years-10 years or less	17	3.7647	.43724			
Q-36	10 or more years	2	3.5000	.70711	.268	.848	
	2 years or less	16	3.5000	.63246			
	3 or more years-5 years or less	56	3.5000	.57208			
	6 or more years-10 years or less	17	3.6471	.70189			
	10 or more years	2	3.5000	.70711			
Q-37	2 years or less	16	3.5000	.73030	.466	.707	
	3 or more years-5 years or less	56	3.5179	.53906			
	6 or more years-10 years or less	17	3.5882	.71229			
Q-38	10 or more years	2	4.0000	.00000	3.014	.034	D>A,B
	2 years or less	16	2.8750	.50000			
	3 or more years-5 years or less	56	2.8929	.41247			
	6 or more years-10 years or less	17	2.7647	.43724			
	10 or more years	2	2.0000	.00000			

Note: A: 2 years or less, B: 3 or more years-5 years or less, C: 6 or more years-10 years or less, D: 10 or more years.

<Table 4> illustrates the difference in the perception towards the North Korean defectors according to the period of service of the security police. As for the analytical results, Q-24 6-10 years turned out to be higher than 2 years or less, and Q-34 3-5 years higher than 6-10 years, while Q-35 10 years turned out to be higher than 3-5 years at the level of 5%, respectively.

That is, it turned out that the security police perceived the problems towards the North Korean defectors as personal safety and understanding of the South Korean society, and perceived that the average monthly economic income of the North Korean defectors was stable.

4. Discussion and Conclusions

In terms of the difference in the perception of the North Korean defectors according to the period of police service, as a result of the analysis performed, it turned out that there was a significant difference for the Q-22 question at the level of 5%. That is, it turned out that the longer the total police service period, the more the North Korean defectors had the perception to receive a legal support for the purpose of visiting the police station.

Furthermore, as for the difference in the perception towards the North Korean defectors according to the period of the security police service, the analytical results demonstrated that there was a significant difference among the Q-24, Q-34, and Q-38 questions at the level of 5%. That is, it turned out that the security police perceived the problems of the North Korean defectors as personal safety and understanding of the South Korean society, and perceived that the average monthly economic income of North Korean defectors was stable.

Such conclusions demonstrate the fact that, while the police generally perceive the work of North Korean defectors as legal support and processing, the longer the security police work, the

larger the difference in terms of perception as a matter of personal safety of the North Korean defectors and their understanding of the South Korean society.

As for the reason of the differences in the legal consciousness, it is that the North Korean defectors in the early phase of their settlement have a high level of awareness and compliance with the law, and as a matter of fact, in the case of the North Korean defectors, the path towards legal resolution is quite limited compared to the general public[17], and hence, if a problem should arise, it can be interpreted as a result of the police as an occupation having the most access to the North Korean defectors for the legal resolution. Furthermore, it is because most of the subjects of legal assistance seek help from the personal protection officer, that is, the security police[18].

Furthermore, in terms of the security police who are directly in charge of the North Korean defectors, they have a common perception towards the North Korean society, such as problem solving through violence, awareness of and avoidance of damage according to law compliance, and the justification of individual sacrifice by groups.[19], and hence, it may be interpreted as a result of recognizing it as a result of a lack of personal protection against violent crimes and a lack of understanding of the South Korean society.

On top of which, it may be seen that problems arise given the differences in the perception of the basic social environment and background rather than engaging in violence for economic damages.

As such, in order to successfully settle for the North Korean defectors, it is necessary to strengthen their education, adaptation policies, and personal protection measures in the South Korean society, while the measures ought to be prepared to provide them with legal education and the environment which can help them understand the South Korean society[20].

Furthermore, an institutional foundation ought to be laid out so that the security police can strengthen the personal protection to solve the problems of the North Korean defectors, educate the North Korean defectors on the legal support procedures, and induce their adaptation.

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6. Appendix

6.1. Authors contribution

	Initial name	Contribution
Lead Author	CL	-Set of concepts <input checked="" type="checkbox"/> -Design <input checked="" type="checkbox"/> -Getting results <input checked="" type="checkbox"/> -Analysis <input checked="" type="checkbox"/> -Make a significant contribution to collection <input checked="" type="checkbox"/>
Corresponding Author*	BK	-Final approval of the paper <input checked="" type="checkbox"/> -Corresponding <input checked="" type="checkbox"/> -Play a decisive role in modification <input checked="" type="checkbox"/>
Co-Author	SJ	-Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/> -Participants in Drafting and Revising Papers <input checked="" type="checkbox"/> -Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>

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The Impact of the Internal Marketing of Sports Center on the Customer Orientedness and Market Orientedness

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Abstract

Purpose: The customer satisfaction strategies to improve sports center management performance are developed, and for this purpose, they are strengthening internal marketing activities for their employees. These internal marketing activities are not only related to the service quality provided to the users by the employees, but also the importance of the role of customer orientation development is being emphasized. Hence, from this point of view, the purpose of this study is to examine and understand the effect of internal marketing on the customer orientedness and market orientedness in order to present the basic data for establishing the customer oriented marketing for the sports centers.

Method: In this study, as of 2022, 230 employees of sports centers in Daegu Metropolitan City were surveyed, and the convenience sampling was used for the sampling method, and the survey was conducted using the Self-Administration Method. Among the collected questionnaires, 228 questionnaires were used as the valid samples, except for the data with insincere responses or omission of some of the contents of the questionnaire. The measurement tool was a questionnaire, and the data processing was carried out by the SPSS 22.0 Program, a statistical package program, and frequency analysis, reliability verification, factor analysis, correlation analysis, and multiple regression were performed.

Results: In this study, as a result of factor analysis and reliability verification performed, the internal marketing turned out to be education and training factor $\alpha=.894$, community factor $\alpha=.870$, and compensation system factor $\alpha=.825$, and customer orientation was customer care factor $\alpha=.866$, customer understanding factor $\alpha=.852$, customer management factor $\alpha=.795$. The market orientedness was shown as the market orientedness factor $\alpha=.812$. Overall, internal marketing of sports centers affects the customer orientation and the market orientation.

Conclusion: In this study, the internal marketing of sports center affects the customer orientedness and the market orientedness, and for the efficient management of sports center and the more stable profit generation, it is necessary to provide a customer oriented service differentiated from the sports centers competing through the internal marketing activities which reflect the needs and desires of sports center users.

[Keywords] Customer Orientedness, Market Orientedness, Sports, Sports Center, Internal Marketing

1. Introduction

1.1. Need for research

Today's society is an era of well-being which prioritizes the quality of life across all aspects of life, and the interest in exercise and health is increasing [1], and the efforts to enjoy leisure, live a healthy and wholesome life, and live a valuable life are further accelerating [2][3].

One of the places where such interest in health and exercise and national sports welfare are directly practiced is the sports center [4]. Not only is the competition to attract customers

intensifying, but if lagging behind the competition, a serious situation may occur leading to the withdrawal of business[5]. While the modern people's desire for sports activities is increasing, the level of product development and diversification of services provided by sports centers is lower than expected, and interest in customer satisfaction and service quality is still insufficient[6]. Moreover, in order for the sports center to survive infinite competition, it is most necessary to develop effective and diverse service plans and management strategies that can increase satisfaction by understanding the needs and preferences of customers who use the sports centers[7]. That is, at such times, service quality and customer satisfaction have emerged as important parts in the management of sports centers, and service quality improvement and marketing strategies that can satisfy the needs of sports center customers are becoming important issues in attracting customers[8].

For the efficient management of the sports center and the pursuit of more stable profits, the provision of differentiated services is an important factor, and to provide quality service to customers of sports center, it is necessary to strengthen the internal marketing for employees who are in close contact with customers and perform service activities at the same time [9][10]. Furthermore, in order for the sports center employees to have customer orientedness, they must first of all be satisfied with the organization and job to which they belong, and hence, the common purpose of internal marketing and customer orientation is to achieve the best long-term corporate performance through the customer satisfaction[11]. In particular, in order for the sports centers to maintain a continuous and stable customer relationship management with the customers to secure loyal customers, employees who perform service activities at customer contact points need to strive for customer orientation[12][13].

They are establishing customer satisfaction strategies to improve sports center management performance, and for this purpose, they are strengthening internal marketing activities for employees. Such internal marketing activities are not only related to the service quality provided to users by employees, but also the importance of the role of customer orientation development is being emphasized. Hence, from this point of view, the purpose of this study is to examine and understand the effect of internal marketing on the customer orientedness and the market orientedness in order to present the basic data for establishing the customer oriented marketing at the sports centers.

1.2. Hypotheses of the research

The purpose of this study is to examine and understand the effect of the internal marketing of sports center on customer orientedness and market orientedness. In the study of Euiyeol Choi, Kyunghyeon Kim, Kihyun Yim, Namjung Kim (2020), Jonghyun Lee (2021), Eunah Lee and Yeojin Lee (2012), it turned out that there was a relationship between internal marketing and customer orientation[14][15][16], and in the study of Narae Kim and Jaewon Kim (2018), Seunghye Shin and Kihan Jung (2017), and Chilseong Choi and Mooseong Jung (2017), internal marketing and market orientation turned out to be related[17][18][19]. In the studies of Jongs-eok Kim, Kyunghee Jung, Gwanggil Yoo (2014), Dongjin Park, Sangwoo Kim, and Mooryong Kim (2003), there was a relationship between customer orientedness and market orientedness[20][21].

Based on the results of such previous studies, the following hypotheses were established in this study.

Hypothesis 1. Internal marketing will have a significant effect on the customer orientation.

Hypothesis 2. Internal marketing will have a significant effect on the market orientation.

Hypothesis 3. Customer orientation will have a significant effect on the market orientation.

2. Research Methods

2.1. Subjects and sampling technique

In this study, as of 2022, 230 employees of the sports centers in Daegu Metropolitan City were surveyed, and the convenience sampling was used for the sampling method, and the survey was conducted using the self-administration method. Among the collected questionnaires, 228 questionnaires were used as valid samples, except for the data with insincere responses or omission of some of the contents of the questionnaire.

2.2. Measuring instrument

The measuring tool used in this study was a questionnaire, and the detailed questionnaire's structure was as follows.

First, the internal marketing factor used the questionnaire used in the study of Dongseong Kim, Eunseong Jung, Minyoung Son (2020), Gapjin Oh and Jooho Kim (2018) [12][22]. In the study of Gapjin Oh and Jooho Kim (2018), the reliability verification result of the Cronbach's α coefficient turned out to be the education and training factor $\alpha=.793$, the communication factor $\alpha=.892$, and the compensation system factor $\alpha=.821$, respectively [22].

Second, the customer orientedness factor used the questionnaire used in the research of Sangil Lee (2021), Sangyoung Yoon and Hakkwon Kim (2020) [23]. As a result of reliability verification in the study of Sangyoung Yoon and Hakkwon Kim (2020), the Cronbach's α coefficient was the customer care factor $\alpha=.794$, customer understanding factor $\alpha=.782$, and the customer management factor $\alpha=.771$, respectively [24].

Third, the market orientedness factor used the questionnaire used in the studies of Junghwan Jo, Doyeon Won, Bugil Seok (2016), Bugil Seok and Junghwan Jo (2016) [25][26], and in the study of Bugil Seok and Junghwan Jo (2016), the Cronbach's α coefficient turned out to be a factor of market orientation $\alpha=.856$, respectively [26].

2.3. Analysis of data

The data processing of this study was carried out by the SPSS 22.0 Program, a statistical package program, and the statistical verification was performed according to the purpose of data analysis as follows.

First, frequency analysis was performed to identify the general characteristics.

Second, the Cronbach's α coefficient was calculated to verify the reliability of the questionnaire, the measurement tool of this study.

Third, factor analysis was conducted to classify the factors of internal marketing, customer orientedness, and market orientedness.

Fourth, correlation analysis was performed to examine and understand the conventions between each variable.

Fifth, multiple regression was used to examine and understand the effect of internal marketing on the customer orientedness and the market orientedness, and the significance level was set to .05.

3. Results

3.1. Validity and reliability of the questionnaire

In this study, factor analysis was performed to find out the factors forming the variable, and the principal component analysis (PCA) was performed to highlight the mutual independence between factors during factor analysis. For the factor rotation, the Varimax method, which is an orthogonal rotation, was used. For the factor extraction, only the factors with an eigenvalue of 1.0 or higher were selected, and the factor loading indicating the degree of correlation between each variable and factor was limited to only the items of 0.5 or higher. Reliability was calculated as the Cronbach's α coefficient, which provides the reliability of all variables for a single concept.

Table 1. Factor analysis and reliability of internal marketing activities.

Question	Education Training	Communication	Compensation system
Q. Provision of equal training opportunities for the employees	.899	.138	.049
Q. Execution of regularized on-the-job training programs	.843	.126	.092
Q. Provision of sufficient information in the job training process	.791	.101	.083
Q. Implementation of education and training to be helpful for job performance	.762	.074	.146
Q. Facilitation of work related communication between the employees	.017	.794	.223
Q. Active exchange of opinions concerning work or non-work related matters	.316	.725	.074
Q. Ability to express opinions in a free atmosphere	.088	.710	.186
Q. Compensation for evaluation of work performance	.090	.056	.718
Q. Compensation system is fair and transparent	.111	.074	.693
Q. Provision of appropriate compensation to employees when they achieve their goals	.126	.212	.661
Eigen value	7.124	6.345	4.876
Pct of var	21.436	17.241	13.278
Cum pct	21.436	38.677	51.955
Cronbach's α	.894	.870	.825

In <Table 1>, as a result of factor analysis and reliability verification for the internal marketing, education and training factors, community factors, and compensation system factors were classified. The eigenvalue and reliability of the education and training factors were 7.124 ($\alpha=.894$), and 6.345 ($\alpha=.870$), the compensation system factor of 4.876 ($\alpha=.825$), and the ratio of the three factors explaining the entire variable turned out to be 51.955%, respectively.

Table 2. Factor analysis and reliability of customer orientedness.

Question	Customer care	Customer understanding	Customer management
Q. Friendly explanations for the customers	.824	.181	.053
Q. Prioritizing the customers	.758	.226	.028
Q. Customer problems are important	.731	.124	.144
Q. Interested in customer behaviors	.256	.797	.098
Q. Listening to the customers	.392	.717	.051
Q. Understanding customer needs very well	.261	.682	.041

Q. Provision of reliable service	.162	.142	.819
Q. Provision of accurate service	.017	.075	.766
Q. Provision of services on the promised time	.065	.041	.704
Eigen value	4.629	3.123	2.874
Pct of var	22.367	17.128	13.754
Cum pct	22.367	39.495	53.249
Cronbach's α	.866	.852	.795

As a result of factor analysis and reliability verification on customer orientation, <Table 2> is classified into customer care factor and customer understanding factor, and the eigenvalue and reliability of the customer care factor were 4.629 ($\alpha=.866$), the customer understanding factor 3.123 ($\alpha=.852$), and the customer management factor 2.874 ($\alpha=.795$), and the ratio of the three factors explaining the overall variable was 53.249%, respectively.

As a result of factor analysis and reliability verification for market orientedness in <Table 3>, it was classified as a market orientedness factor, and the eigenvalue was 6.451 ($\alpha=.812$), and the ratio to explain all variables was 46.938%.

Table 3. Factor analysis and reliability of market orientedness.

Question	Market orientedness
Q. Customer satisfaction's first priority	.778
Q. Filing and acceptance of customer's demand	.685
Q. Efforts to meet the demand	.645
Q. Reflection of the demand	.612
Eigen value	6.451
Pct of var	46.938
Cum pct	46.938
Cronbach's α	.812

Table 4. Correlation analysis.

	Education Training	Communication	Compensation system	Customer care	Customer understanding	Customer management	Market orientedness
Education Training	-						
Communication	.475***	-					
Compensation system	.376***	.343**	-				
Customer care	.389***	.325***	.220**	-			
Customer understanding	.455**	.317***	.235***	.263***	-		
Customer management	.479***	.366***	.319***	.285***	.272***	-	
Market orientedness	.562***	.441**	.345***	.239***	.397***	.545***	-

Note: *** $p<.001$ ** $p<.01$.

<Table 4> is the result of correlation analysis using the SPSS, and considering the fact that the relationship between all the constituent concepts was positive (+), the direction of the relationship between the variables suggested in the research hypothesis was consistent. Based on such results, in this study, multiple regression may be used appropriately to examine and understand the effect of internal marketing on the customer orientedness and the market orientedness.

3.2. The effect of internal marketing on customer orientation

Table 5. The effect of internal marketing on customer care.

Independent variable	Dependent variable	Non-standardized coefficient		Standardized coefficient	t	R ²	F
		<i>b</i>	<i>Std.E</i>	<i>β</i>			
Education Training	Customer care	.458	.099	.416	2.579***	.473	83.265***
Communication		.546	.091	.379	4.012***		
Compensation system		.337	.087	.178	2.653**		

Note: ***p<.001 **p<.01.

<Table 5> shows that the internal marketing education and training factors, communication factors, and compensation system factors have a significant effect on customer care, and the coefficient of determination R²=.473, with an explanatory power of 47.3%.

Table 6. The effect of internal marketing on customer understanding.

Independent variable	Dependent variable	Non-standardized coefficient		Standardized coefficient	t	R ²	F
		<i>b</i>	<i>Std.E</i>	<i>β</i>			
Education Training	Customer understanding	.463	.063	.459	4.341***	.389	63.247***
Communication		.297	.058	.334	3.597**		
Compensation system		.298	.051	.293	2.648*		

Note: ***p<.001 **p<.01 *p<.05.

<Table 6> shows that internal marketing education and training factors, communication factors, and compensation system factors have a significant effect on customer understanding, and the coefficient of determination R²=.389, with an explanatory power of 38.9%.

Table 7. The effect of internal marketing on customer management.

Independent variable	Dependent variable	Non-standardized coefficient		Standardized coefficient	t	R ²	F
		<i>b</i>	<i>Std.E</i>	<i>β</i>			
Education Training	Customer management	.286	.071	.177	3.467***	.356	78.652***
Communication		.268	.068	.195	3.210***		
Compensation system		.193	.056	.190	2.944**		

Note: ***p<.001 **p<.01.

<Table 7> shows that the internal marketing education and training factors, communication factors, and compensation system factors have a significant effect on customer understanding, and the coefficient of determination $R^2=.356$, with an explanatory power of 35.6%.

3.3. The effect of internal marketing on market orientation

Table 8. The effect of internal marketing on market orientedness.

Independent variable	Dependent variable	Non-standardized coefficient		Standardized coefficient	t	R^2	F
		<i>b</i>	<i>Std.E</i>	β			
Education Training	Market orientedness	.237	.062	.314	4.385***	.473	93.178***
Communication		.313	.056	.402	5.116**		
Compensation system		.225	.047	.188	3.257**		

Note: *** $p<.001$ ** $p<.01$.

<Table 8> shows that education and training factors of the internal marketing, communication factors, and compensation system factors have a significant effect on market orientation, and the coefficient of determination $R^2=.473$, with an explanatory power of 47.3%.

3.4. The effect of customer orientedness on market orientedness

Table 9. The effect of customer orientedness on market orientedness.

Independent variable	Dependent variable	Non-standardized coefficient		Standardized coefficient	t	R^2	F
		<i>b</i>	<i>Std.E</i>	β			
Customer care	Market orientedness	.142	.046	.178	3.958**	.398	88.126***
Customer understanding		.227	.060	.237	3.988***		
Customer management		.219	.053	.310	2.950***		

Note: *** $p<.001$ ** $p<.01$.

<Table 9> shows that the customer care factor, customer understanding factor, and the customer management factor of customer orientedness have a significant influence on market orientedness, and the coefficient of determination $R^2=.398$, with an explanatory power of 39.8%.

4. Discussion

In this study, it turned out that the internal marketing of sports center affects the customer orientedness and the market orientedness. In connection with the results of this study, including the research results that internal marketing is related to customer orientation [27][28][29][30][31][32][33][34][35], as for the internal marketing, when examining the results of previous studies that have a relationship with market orientation, it is apparent that the results of this study are quite consistent with the results of this study [36][37][38][39]. Furthermore, research results related to the relationship between the customer orientedness and the market orientedness are also presented to support the results of this study [40][41].

As such, the internal marketing of sports centers affects the customer orientedness and the market orientedness. In the case of the internal marketing conducted as part of service

provision for the customers in sports centers, it helps communication between workers and managers as well as it helps to improve performance, and in the case of internal marketing's compensation system, the employees recognize it and respond appropriately to the demands of the workplace and reflect it as an activity[42]. In order to pursue the customer orientedness and the market orientedness through such internal marketing, it is important to recognize that the improvement of individual competencies of organizational members will exert a great influence on organizational performance, and that the internal marketing is an essential element to improve individual competencies[43]. A sports center manager or responsible manager reviews various materials for deriving business strategies and marketing strategies, and utilizes the data and information of employees analyzed as being positively affected by internal marketing to develop a more novel and innovative corporate culture and product production. As part of its efforts to increase the satisfaction of employees, who are internal customers, by properly implementing internal marketing for employees who are in contact with customers, sports centers will not only expand customer orientedness and market orientedness but also improve management performance[44].

Furthermore, through the in-house training to increase the customer orientedness and the market orientedness, they implement the internal marketing strategies to differentiate themselves from other companies and identify their customer needs to ensure that they can utilize them for large-scale marketing of employees, and appropriate compensation according to the employees' performance. The introduction of the welfare system and the expansion of the authority to appropriately accommodate the various needs of customers may be effectively used to achieve the goals pursued by the sports center[17].

5. Conclusion

The purpose of this study is to establish the customer satisfaction strategies to improve the sports center's management performance, and towards this end, the importance of the role of the employees' job satisfaction and customer-orientedness cultivation is being emphasized. From this point of view, the purpose of this study is to examine and understand the effect of the internal marketing on the customer orientedness and the market orientedness in order to propose a customer oriented marketing strategy for the sports centers.

The subjects of this study were 230 employees of the sports centers in Daegu Metropolitan City as of 2022. The convenience sampling was used for the sampling method, and the survey was conducted using the Self-Administration Method. Among the collected questionnaires, 228 questionnaires were used as valid samples, except for the data with insincere responses or omission of some of the contents of the questionnaire.

The measurement tool was a questionnaire, and for data processing, frequency analysis was performed to identify general characteristics using the statistical package program of SPSS 22.0 Program, and the Cronbach's α coefficient was calculated to verify the reliability of the questionnaire, the measurement tool of this study. Factor analysis was performed to classify the factors of internal marketing, customer orientedness, and market orientedness. Correlation analysis was performed to find out the conventions between each variable, and multiple regression was used to examine the effect of internal marketing on customer orientedness and market orientedness, and the significance level was .05.

The conclusions secured through such research process are as follows.

First, internal marketing (educational training factor, communication factor, and compensation system factor) affects the customer orientation (customer care factor, customer understanding factor, and customer management factor).

Second, internal marketing (education and training factor, communication factor, and compensation system factor) affects the market orientation.

Third, customer orientation (customer care factor, customer understanding factor, and customer management factor) affects the market orientation.

Hence, it is apparent that the internal marketing of the sports center affects the customer orientedness and the market orientedness. For the efficient management of the sports center and the pursuit of more stable profits, it is necessary to provide a customer-oriented service differentiated from the sports centers which compete through the internal marketing activities which reflect the needs and desires of the sports center users.

6. References

6.1. Journal articles

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7. Appendix

7.1. Authors contribution

	Initial name	Contribution
Lead Author	HC	-Set of concepts <input checked="" type="checkbox"/> -Design <input checked="" type="checkbox"/> -Getting results <input checked="" type="checkbox"/> -Analysis <input checked="" type="checkbox"/> -Make a significant contribution to collection <input checked="" type="checkbox"/>
Corresponding Author*	JK	-Final approval of the paper <input checked="" type="checkbox"/> -Corresponding <input checked="" type="checkbox"/> -Play a decisive role in modification <input checked="" type="checkbox"/> -Significant contributions to concepts, designs, practices, analysis and interpretation of data <input checked="" type="checkbox"/>
Co-Author	SJ	-Participants in Drafting and Revising Papers <input checked="" type="checkbox"/> -Someone who can explain all aspects of the paper <input checked="" type="checkbox"/>

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