

**A STUDY ON THE CURRENT SITUATION OF
NON-GOVERNMENTAL ORGANIZATION IN SOUTH KOREA,
AND THEIR HUMAN RESOURCE DEVELOPMENT**

By

Sun-Chul Yun

THESIS

*Submitted to
School of Public Policy and Management, KDI
in partial fulfillment of the requirements
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MASTER OF PUBLIC POLICY

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ABSTRACT

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NGO is a growing industry that showed the most rapid development for recent 20 years in Korea. It is developed to be an important axis in the operation of the nation with government and companies. However there has not been a research regarding the status of NGOs and the human resource development of full-time staffs who are major human resources in NGOs. The purpose of this study was to identify the status of NGOs empirically and discover the current status of human resource development and turnover factors.

The samples were chosen from KSN. The researcher visited 123 organizations and met 348 full-time staffs in those target organizations. The current status of NGOs was analyzed by organization and by staffs separately. For the analysis of human resource development of the staffs, education and training sessions that the organization have provided for their staffs and turnover rate of the staffs were compared. For turnover factor analysis, multiple regression analysis was performed.

The major results related to HRD of staffs were as follows; small size of members and low rate of membership payment causes turnover and it leads to be more women workers in NGOs. In the analysis of staffs, the average age was 33.2 and average service period was 39 months. 66.3% has experienced turnover. NGOs transfer the recruitment methods from 'personal acquaintance' to 'public recruitment'.

It is to solve the problem of recruitment difficulties as well as to overcome reality that cannot provide enough training or education. When analyzing HRD of staffs, only 65% of organizations executed some kind of training and 0.3% of budget was used for training expenditure. In the comparative analysis of training and turnover, when there were more training sessions, when training days were over 50 days and when they spent more than 2 million won for training, turnover was remarkably low. Training session participants, training date, investment expense and turnover composed highly complicated correlations. In the analysis of factors influencing turnover, the variables were budget size, average salary of staffs, organization type and frequency of media exposure. Among them the variable with the biggest influence was the budget size and the frequency of media exposure was an unique variable that could be found only in NGOs.

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DEDICATION

This dissertation is dedicated to my parents, Bang-Hyun Yun and Chun-Mae Min. They gave me unconditional love, encouragement, and support. I also dedicated this dissertation to my beloved wife, In-Kyung Lee and my daughter, Ji-Ho Yun, my A mother-in-law, Jeong-Gyu Seo. Without their love, patience, sacrifices, and trust throughout this process, this dissertation would not have been possible. There are so many friends and colleagues who gave me unselfish support. thank you all and best of luck.

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CHAPTER

INTRODUCTION

1-1. BACKGROUND

It is said to be the era of NGO (Non-Governmental Organization). Many Non-Governmental Organizations are performing proactive activities pursuing public good and their activities are evaluated as meaningful and productive. Although they have been activating for public good for a long time, it is only 20 years that they have attracted social attention. It is government and market that used to operate our society. Government stood for power or authority for public good and market stood for civil free exchange relationship for private good. Here comes Non-Profit seeking and Non-Governmental organizations, so to speak Non-Governmental Organization (hereafter NGO) ¹ as a new society operational subject. Society operational mechanism is rapidly changing with three axes - Government, Market and NGO (Civil Society)²

The growth of NGO in Korea is consistent with the growth of NGO not only in western society but also in the third world countries. Salamon(1995) explains this as 4 risks and 2 changes. 4 risks are welfare risk in developed countries, political risk in Eastern Europe, environmental risk in the globe and developmental risk in developing countries. The two revolutionary changes are information revolution based on communication technology and Bourgeois revolution which means rapid growth of middle class in the city areas in developing countries in 1960 to 1970.

The growth of NGO in Korea is mainly due to the emergence of middle class due to economic growth in late 80's. Wealthy people came to pay attention to environmental, feminine, educational and transportation issues and they came to be

involved with social activities. It led to the emergence of various NGO's. Second reason would be the change in the relationship between government and civil society. As the result of democratic movement in 1987, democracy was in place replacing development-oriented economy policies, authoritative and coercing control of military government. With the emergence of the civil government and self-ruling local governments, we have an open space in the political and social viewpoints. It means that we have the room for civil society. Third, social organizations are specialized. Because of the introduction of democracy, social organizations showed difference in the goal and methods, which specialized social activities into civil movement and political parties. Radical organizations such as unions and students' organizations adhere to people oriented policy or transform their organization into parties. Some of them started NGO activities combining with middle class. The fourth reason was the support from government and media. Civil government introduced instruments to support NGO and simplified laws to make it easy to establish an NGO. Media broadcasted NGO's proposals and activities and made strong base for civil society.

It is reported that around 40,000 NGOs are working in the field of politics, economics, culture, welfare, environment and human rights in 2003. (Newspaper for Citizens, 2003) Additionally, NGOs are authorized as the power for public good and their activities are important social asset. It is impossible for the government to establish or carry out policies without considering cooperation with NGO.(Colebatch, H.K.1998)

However there are controversies regarding the activities and development of NGO.(PalMu, Yu and Hogi Kim, 1995) Some address that “NGO is conscience of the world”(Willetts, Peters. ed. 1996), “Source of democracy and righteousness”(Tuijl, Peter Van. 1999), “It is growing to be an equivalent power to nations”(Mathews,

Jessica T. 1997). Some criticize, “NGO is challenging the authority of nations, weakens representation democracy, pursues private benefits and lack of sense of responsibility”(Carothers, Thomas. 1999~2000) “NGOs appear to pursue progress but actually they prevent real innovation of society.”(Petras, James. 1999), “They are childish groups that privatize democracy.”(Rieff, David. 1999) In Korea, there are criticisms that ‘Civil movement without real citizens’, ‘Elite movement’, ‘Movement without financial independence’, ‘Activities dependent to government’, ‘Displacement of purposes’(YongMin, Kim. 2000). Those criticisms show inclination to generalize their personal experiences or bad status of a few organizations. However it is very difficult to avoid the criticism that energetic NGO movement with weak foundation of civil society is excessive high evaluation. Additionally, there are many difficult elements such as low rate of membership application, low rate of membership fee payment, low participation of members, poor environments and low salary for full time workers, and the absence of education or training. Therefore to provide environments where NGO is acting continuously as a social public mechanism it is needed to know NGO's reality comprehensively. The purpose of this study is to review their internal competencies, driving power of development and problems with the balanced view.

1-2. STATEMENT OF THE PROBLEM

The composition of human resources of NGO is somewhat different from other organizations. In enterprises, there is employer-employee relationship. In NGOs, there are members, full time paid workers, volunteer workers and experts. There is very special human resource in NGO such as volunteer workers. Members are the foundation to support NGO activities and contribute to the organization financially.

Staffs are those who deal with administrative jobs in NGO and are paid. Volunteer workers are those who contribute to organization with their own assets and find the self-satisfaction. Experts are the group of people who contribute to NGO with their knowledge or technical skills. They can be considered as volunteer workers. Therefore we can consider an NGO is operated by the organic combination of members, staffs, experts and volunteer workers.

The driving force of NGO growth has been the activities of experts and staffs. The reasons are as follows; (1) production of alternative policies by experts, (2) full-time worker driven planning, (3) composing public opinion utilizing mass media, (4) adoption of public opinion making group oriented movements. Staffs are the core competency in NGO working as Networker Policy Planner Movement Consultant System Manager Value Creator Educator and Agitator. In other words, they exist in the middle of all activities of NGO and can influence much on the success or failure of the activities. However, it is very difficult to find the system of nurturing and training those staffs in NGO. In other words, staffs suffer from low quality business environments, low salary and insufficient education/training system. It results in high turnover of the workers. Diagnosing several problems in NGO and staffs, First, there is a labor market for NGO staffs and there is unbalance between demand and supply³. Especially, it is getting worse after IMF shock in 1997. After IMF, there is a trend considering economic conditions first in the selection of an occupation. NGOs were not attractive to the job seekers with low salary and bad working environments. Therefore the supply of human resources were restricted naturally. On the other hand the demand on staffs increased with the increased number of NGOs and expansion of their areas.

Consequently, human resources that NGOs were looking for were not supplied. Second, there is absence of education and training for staffs. Before 1987, NGOs employed staffs from student movement and labor movement forces. In some aspects they were skilled resources in particular in the point of movement. After 1990, end of cold war and ideology fighting influence much on labor movement and students' movement. End of ideology war weakened organizational power and organization's function to reproduce resources. It means the destruction of the human resource supply foundation which used to be the major source of human resource supply of NGO. NGOs could not employ movement-trained human resources any more. Additionally, newly employed workers began to realize NGO as a kind of job. Therefore NGOs had to have full-time worker nurturing system and pay for training and education cost. However most of NGOs could not afford to support for educational development of staffs because of the size of organization, short-time issue oriented movement method and poor financial conditions nearly 'Hand to Mouth'. Conclusively, educational investment to nurture staffs are very urgent issue to be resolved but the conditions for this are very bad at the moment. Third, because of high turnover rate, it is very difficult to accumulate expertise. Although they succeed in employing a new worker there are high rate of turnover because of low salary, early retirement and the absence of retirement plan. High turnover rate in NGO results in discontinuance of movement or continuity and weakened organizational commitment. Additionally, they do not have spare resources turnover of staffs are critical to them. Sometimes it makes irrevocable damage. Therefore to reduce turnover rate in NGO is the most urgent issue to be resolved in the aspect of resource efficiency. Problems of staffs in NGO as above will serve as obstacles in NGO development. The purpose of this study would be to understand NGO comprehensively and diagnose the reasons

of turnover empirically.

1-3. PURPOSE OF THE STUDY

The purpose of this study is to discover the status of NGOs, which are realized as substances as civil society and to support them to perform activities as public resources. To do this, we investigated the status of NGOs and identify the current status of human resource development and factors influencing on turnover. This study used 3 approaches. First, it analyzed the status of NGO organizations and staffs. Second, it analyzed human resource development of the staffs. Finally, it identified the factors influencing the turnover of the staffs.

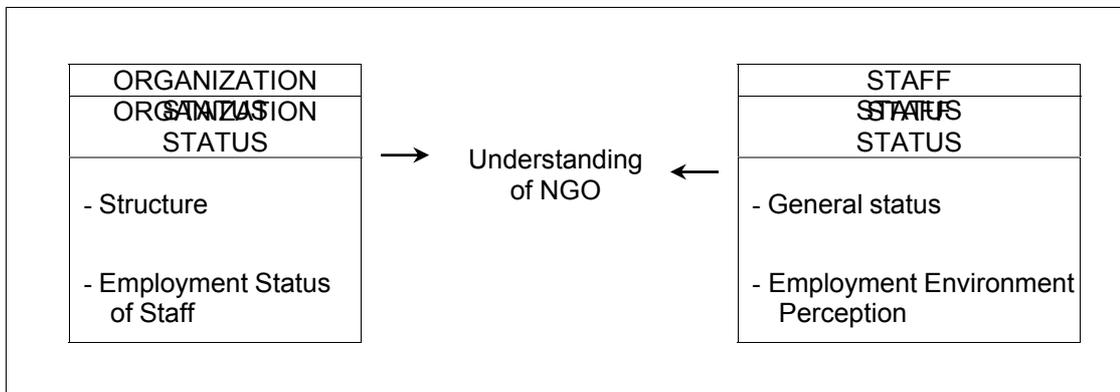
1-4. THEORETICAL MODEL OF STUDY

The theoretical framework for this study is

First, it is organizational structure analysis. It analyzes the perception regarding organizational structure of NGO and employment environment of staffs. For this following analysis frame was created.

Figure 1.1 Study Model of NGO understanding

Each analysis factors are composed ; Structure(Founding year, Membership and

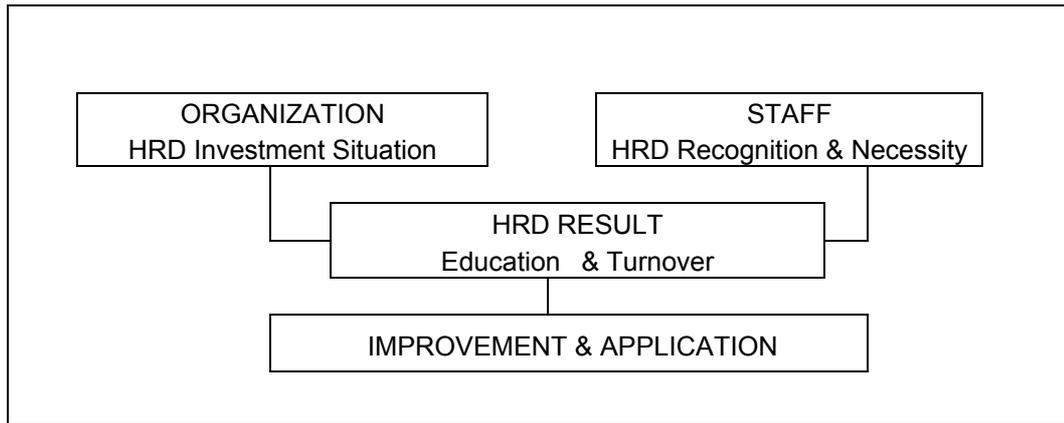


Staff Size, Organization Type, Legal Registration Status, Budget and Expenditure

Size, Financial Earning Structure, Action Field.), Employment Status of Staff(Wage, Allowance, Bonus, Insurance, Educational training, Retirement allowance, Money of encouragement, Employment contract, Staff employment channel, Promotion period, Turnover Staff, New employer, Five-day workweek system, Location), General Status(Gender, Age, Education level, Major, Marital, Wage level, Side job, Spouse occupation and wages, Tenure period, Turnover experience and frequency, Job level, Employment channel, Working hours, Action field, Location.), Employment Environment Perception(Workplace for lifelong, NGO continuation tenure intention, Intensity of labor, Employment security, Duty environmental satisfaction, Wage satisfaction, Business authority, Self-development opportunity, Social contribution of NGO, Aptitude and organization life.)

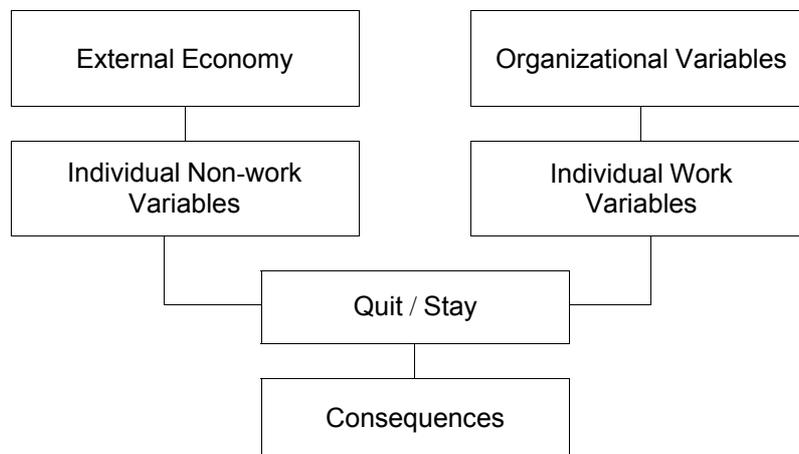
Second, it is the HRD status analysis of staffs. It analyzed the education and training that NGOs supported and HRD perception of staffs comparatively. For this following analysis frame was created.(see Figure 1.2) Each analysis factors are composed; Organization(In 2002, Staff educational and training investment of NGO-Education and Training participant, Year educational days, Year investment cost), Staff(Duty utilization of a major, Educational opportunity necessity, HRD assistance system, HRD investment necessity, HRD investment conditions, HRD support of a university and graduate school, Ability and a specialty being inferior, Specialty accumulation, Governmental HRD support, Importance of HRD)

Figure 1.2 Study Model of HRD in NGO's staff



The third, It is factors analysis to affect turnover of staff. A number of researchers have sought to examine the determinants of turnover. Mobley(1982) among others came up with a simplified model of the causes and correlates of turnover, which is presented below.

Figure 1.3 Employee turnover

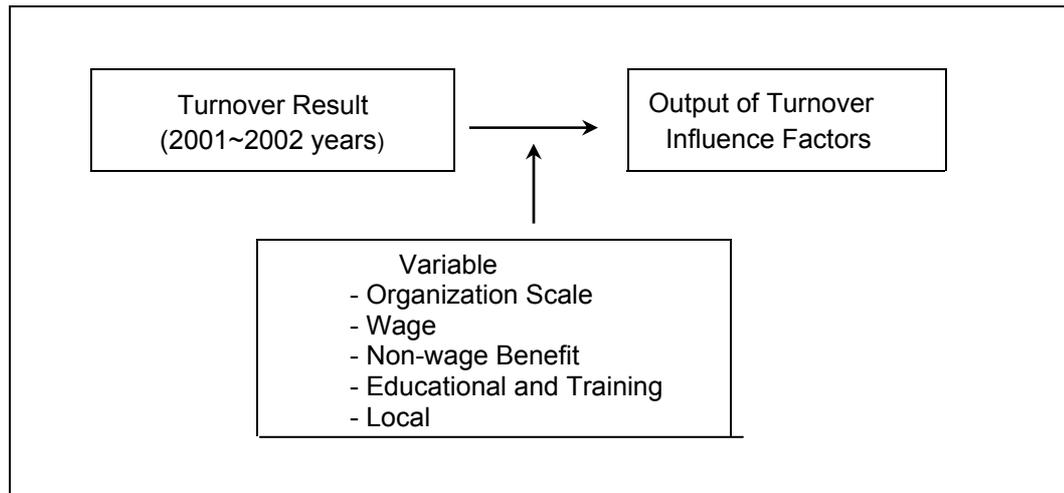


Source : Mobley.(1982). Employee turnover : Causes, consequences and control. Reading, MA : Addison-Wesley.

Drawn from this model and based on other models from the literature, a conceptual model of the present study was developed to systematic approach to include the major precursors. The model portrayed in Figure 1.4 is made up of the three major concepts. Five variables are including the following contents.

Organization Scale(Membership number, Total staff number, Budget size, Organization type, The news frequency), AVE Wages, Non-Wage benefit(Retirement allowance system, Per staff of the Insurance total amount), Educational and Training(Per staff E/T days, Per staff E/T cost), Location.

Figure 1.4 Turnover Influence Factors Analysis Model



1-5. RESEARCH QUESTION

The questionnaire of this study was developed with two kinds for staff and an organization. It is to analyze various NGOs objectively by investigating organizations and staffs altogether.

1-5-1 Organization Questionnaire

1-5-1-1 General Situation

Founding year, Membership Size, Staff Size(regular and irregular with gender), Organization Type(Independent, Branch-organization(nation, local), Federation organization(nation, local), Legal Registration Status(Private, Association corporation, Judicial foundation), Budget and Expenditure Size, Financial Earning Structure (membership fee, fund rising & donation, project services, gov' aid, business

benefit, ad & publicity, others), Action Field(citizen/politics/administration, local autonomy, volunteer/welfare/health/Ed/consumer/traffic/culture, environment, woman /human rights/unification/religion/youth)

1-5-1-2 The employment and HRD of Staff

Wage(Starting wage, Total wage(yrs)-Number ? Amount, Wages decision basis), Allowance(Type, Number, Amount), Bonus(Basis, Number, Amount), Insurance (Type, Number, Amount), E/T(Participant number, Days, Cost), Retirement allowance(Receiver number, Amount), Labour contact, Promotion period, Turnover staff(2001~2002 and gender), Employment staff(2001~2002 and gender), Staff recruit channel, Five-day work system, local

1-5-2. Staff Questionnaire

1-5-2-1 General Status

Gender, Age, Formal Education(high school diploma, two-year collage, four-year collage, graduate school), Collage name, Major, Marital status, Wage level, Side job, Spouse occupation status and wage level, professional tenure(present organization, total NGO, total turnover experience and frequency, NGO turnover experience and frequency), Job Level, Working hours, Staff employment channel, Action field, location.

1-5-2-2 Employment Environment Perception

Workplace for lifelong, NGO continuation tenure intention, Intensity of labor, Employment security, Duty environmental satisfaction, Wage satisfaction, Business

authority, Self-development opportunity, Social contribution of NGO, Aptitude and organization life.

1-5-2-3 HRD Perception

Duty utilization of a major, Educational opportunity necessity, HRD assistance system, HRD investment necessity, HRD investment environment, Specialty elevation, Specialty accumulation, Governmental HRD assistance, Specialty withdrawal, Importance of HRD.

1-6. SIGNIFICANCE OF THE STUDY

This study will help to identify the overall substance of NGOs. In particular, we will be able to understand the structure and operation of NGOs, and the employment environment and turnover of the staffs. First, this study will expand the width of understanding of NGOs. Korean NGOs have different growth background and different development experiences from other developed foreign countries socially and historically. Additionally, there are differences in organizations generally called NGOs in the point of concept, scope and type. Previous studies were made on NPOs. NGO studies are growing as the number of NGOs in the third world and developing countries and to analyze new activities that cannot be interpreted with NPO theory. NGO studies in Korea is in the beginning stage. They could attract scholars interest only when public functions were enforced such as the growth in size, expansion of governmental supports and representation of civil rights. However the physical approach to data was not made but the status, the relationship with government and concept definition of NGO attracted attention. This study will heap to expand the

understanding of NGOs as it is based on data. Second, we can identify the organizational structure and operational hierarchy of NGOs. This study is the first empirical study based on data. Therefore various analysis were tried such as according to activity areas, national or regional organization or type of organization. Additionally, this study focused on advocacy type organizations that symbolizes NGO generally. It includes organizations that belong to service type in overall point of view but introduce some advocacy type activities according to regional characteristics. Third, we can understand HRD of NGO staffs clearly. This study is the first study to apply HRD theory to NGOs. It analyzed the education and training of NGO resources in particular full-time staffs. Therefore we can identify new HRD area. Fourth, we can check the factors influencing on the turnover of staffs. It is generally known that the turnover in NGO is very high. But nothing was confirmed. This study will confirm this well-known but not verified fact. It will identify the major ones among various factors. We can identify the variables for turnover that are not easily found in other jobs.

1-7. BOUNDARIES OF THE STUDY

This study will have the following scope. First it will include NGOs in Korea only. As the structure, operation, financial conditions and organizational culture of Korean NGOs are different from those of NGOs in other countries, we cannot compare our NGOs with theirs. Second the period will be restricted as 2001 and 2002. It has restrictions in depth investigation because we cannot make chronological analysis because of absence of significant data for this study. Third, it does not investigate all NGOs in Korea but restricts its scope to advocacy type NGOs

and those that belong to service type in overall point of view but introduce some advocacy type activities according to regional characteristics.

1-8. DEFINITION OF THE TERMS

NGO : Non-Governmental Organization.

NPO : Non-Profit Organization.

KSN : Korea Solidarity Network

Staff : The people who deal with actual practical business affairs while working at NGO. Staff is workers receiving wages regularly(full-time) in this study.

Advocacy-oriented NGO : These actives mostly involved dissident intellectuals and students who demanded a reduction in the state's discretionary power. This movement aimed at the promotion of social justice, democracy, and human rights on behalf of the workers, peasants, and other alienated people in society.

Service-oriented NGO : These organizations had a nonpolitical character and played a significant role in providing public goods and social service.

HRD (Human Resource Development) : The various concepts of human resource and HRD can be reduced to a broad definition of the concept and a narrow one. The narrow definition of the concept is concerned solely with educational training of activists designed to heighten the productivity of the enterprise and to the development of individuals vocational skill. The broad definition of the concept extends to an enterprise as well as to the general public, homes, society and to the nation. It includes concepts such as the increase in an enterprise's productivity, the improvement of the quality of individual lives, the capability to strengthen national competitiveness, technological, information, moral maturity and character trait concept.

Training : Education activity related to the current business and business result elevation.

Education : The education activity that prepared for near future business.

Development : The education activity that was devoted to the personal growth and development of an organization.

Turnover : "movement across the membership boundary of a work organization".

Price.(1977) Mean a staff deciding on voluntary turnover in this study.

The News Article Frequency : Activity of NGO which tells the frequency reported by a newspaper article.

1-9. ORGANIZATION OF THE STUDY

Chapter : Introduce the background, statement of the problem, purpose of the study, theoretical framework, research questions, significance of the study, boundaries of the study, definitions of the terms.

Chapter : Review related literature pertinent to those main concept of the study. Discussed in this chapter are overview of the NGO in korea, concept of human resource development(HRD), the preceding study of turnover, and synopsis

Chapter . Present the method and the procedures of the study. Include in this chapter are research population, research site, instrumentation, dater collection, dater analysis, and Synopsis.

Chapter . Describes the analysis and finding of the study. Organization (characteristic of sample, staff structure, finance structure, wages and non-salary benefit, the employment management, turnover and employment, summary), staff (the

general situation, employment environmental, summary), HRD of NGO staff(education and training, turnover rate), turnover Rate(study form, definition of Variable, regression, result of regression, summary), and synopsis of the chapter

Chapter . Provide a summary of the study, synopsis of the major study, recommendations and implication, suggest for further study.

1-10. SYNOPSIS OF THE CHAPTER

This chapter introduce the research topic by describing the background of the study. The problem statement was discussed, followed by a discussion of d need for the study. The purpose of the study was discussed, provided three approach (organizational, staff, turnover influence factors). The theoretical model of study was discussed, provided turnover influence factors analysis model. The research question of study was discussed, showed the questionnaire structure. The significance of the study was discussed, Understanding expansion of ngo and Actual proof study about NGO becoming progress for the first time. The boundaries of the study was discussed, This study has restriction to a time and space. The definitions of the terms was discussed, Concept used in study were defined.

CHAPTER

REVIEW OF THE LITERATURE

2-1. INTRODUCTION

This chapter focuses on the theoretical investigation of the background and development, more specifically it will discuss HRD and turnover. This chapter is broken down into four sections. The topics discussed are as follows: Review of Non-Government Organization(NGO), Review of Human Resource Development(HRD), Review of Turnover, Synopsis of the Chapter

2-2. REVIEW OF NON-GOVERNMENT ORGANIZATION(NGO)

It is not easy to define NPO (Non-profit organization), NGO(Non-governmental organization) and The Third Sector. The areas of NPO or NGO have different national situations, growth background and development stages. Moreover they are involved with various activities and areas. In this chapter, the definition and typology of NGOs are reviewed through literature.

2-2-1. Definition of NGO

2-2-1-1 NPO

NPO is the terminology developed and used in USA and other developed countries. Looking into the concept of NPO focusing on USA, (1) When they notified Federal Constitution in 1789, the democratic civil culture was guaranteed by the provisions of freedom of media, group-making and religion. (2) It rejected the idea of strong central government and high tax. It specified public goods in small areas only so that it coerced the authority of federal government. (3) It prohibited privileges of a specific religion or churches (The First Amendment).

Therefore private and spontaneous organizations are responsible for welfare, education, medical, culture and social services. Therefore the area could be expanded(Seung-hyeon Kim, 1997). Because of these social backgrounds, volunteer associations came to be in place. Since then NPO studies began in 1970's in USA. From the beginning the terminology of NPO was used that have the meaning of volunteer, philanthropic, and charity characteristics (Hodgkinson, Virginia A, 1989). However there is no agreed definition up to now in USA, as volunteer Sector, Third Sector, Independent Sector, Nonbusiness Organization and philanthropy are being used together. Conclusively, the concept of NPO is 'the area of inclusive social organizations separated from Government and Market'. Therefore they have characteristics of autonomy, volunteer, non-distribution of profits and pursuit of public good or common purpose or interest of members.

2-2-1-2 NGO

The initial concept of NGO was not civil society or civil associations in a country or non-governmental organizations compared with government. UN 1950.2)defined that the groups or organizations that address to solve universal problems emerged from the industrial development such as environment, feminine, human rights and distribution of wealth.⁴(Lee, YoungJae, 1999). NGOs at that time were INGO⁵ or Global NGO that grew with mutual network in advanced countries and the third world focusing on development of the third world, environment, health, welfare and human rights. Recently it is used for the all non-governmental organizations, non-party, non-profit seeking, volunteer and self-governing associations.(Kim, inchoon, 1988) NGO is particularly widely used in Africa, South America and the third world countries. The civil associations in these countries focused on the concept of non-governmental organizations. These countries have

common characteristics ; They experienced times of colony, the governments coerced or controled people with strong centralized authority, they forced their people sacrifice with economic development(growth) policies, socially they monopolized national authority so that corruption was prevalent. These NGOs have characteristics of resistance against authority or supplement weak welfare functions. The proactive involvement of Korean NGOs in social problems are due to the similar background to these countries.

Vakil(1977), the famous researcher regarding the concept of NGO proposes Self-governing private Not-for-profit. At the same time, he defines NGO as "The organization to enhance the quality of life of those who are discriminated against in the society". It is to understand the development and variety of NGOs by selecting minimal common elements among the major characteristics of NGOs that seek to develop in various types from the developed countries to the developing countries⁶. Gordenker and Weiss(1995) defined NGO as civil, self-ruling, formal and non-profit. OECD(1988) defines NGO volunteer organizations that yield profits, incorporations, educational institutes, religious organizations, medical and commercial associations, unions and cultural associations. World Bank(1987) define NGO as the associations generally independent to government and has humanity or union purpose rather than commercial purposes.

In Asia, Japan defines NGO as overseas cooperative associations and international exchange associations. In other words, they should have strong image to act over the boundary of the country such as human rights or environmental issues. United Economic Association defines NGO as civil overseas support organization. In Bangladesh, NGOs are the non-profit seeking civil organizations that are related to development and operated by foreign fund. In Malay, they are the organizations

sponsored by foreign institutes or associations and working for the enhancement in the field of human rights, feminine, youth, aboriginal issues. NGO meant 'non-governmental international association' in the beginning. But now it is non-governmental, non-profit seeking autonomous and volunteer association inclusively.

2-2-1-3 Korean NGO Definition

When defining NGO, the definition of NPO of Salamon and Anheier⁷ is used. Sang-pil Park(2001) considers NPO the broad scope including job-related associations and social associations and NGOs are the membership organization that seeks public good among NPOs. However he does not judge NGO is that the sub category under NPO. Seong-su Ju (1999) divides into three such as government, market and civil society. He defines overall non-profit seeking area as the third sector including NPO and NGO. NGO is a part of CSO and civil associations are the sub concept of NGO and they are the concept symbolized in Korean historical situations (Seong-su Ju, 2002). In-chun Kim (1997) perceives NGO as a part of NPO. He defines the organizational characteristics of NGO as the activities to enhance the quality of life of those who do not have authority. He emphasizes non party non-religious seeking public good volunteer autonomy. Additionally, he suggests that NGOs are the non-profit seeking, autonomous membership organization working for welfare, development and authority enforcement part. Hee-yeon Cho(1998) suggest that NOGs have been developed with criticism against authority and enhancing social activities to realize various requests of civil society during democracy movement in Korea. Therefore Korean NGOs have historical meaning. Therefore he considers civil movement as Mild Representing public good or

benefit of all the citizens Middle class movement different from the movement from the bottom. Gwang-yeong Shin(1999) defines NGO as civil movement autonomous non-profit seeking associations in civil society. He distinguishes NGO from NPO in social movement. For example, if a labor union has strong characteristics to innovate or make a revolutionary change of unequal social structure, it has strong characteristics of NGO. Heung-sik Park (2000) distinguishes NGO from NPO as the organizations with strong civil movement characteristics such as supplement of governmental failures, supervising and criticizing government. Hun-gi Kim (1998) said that an NGO has characteristics of incorporation, volunteering, non-government and non-profit seeking. Mu-gwon Jeong(2001) understands an NGO as the organization with strong civil movement and advocacy characteristics for specific issues and an NPO as the non-profit seeking organization that complies with public good and supplies public services of the government on behalf of governmental agencies. NGO workers such as Gyeong-seok Seo(2000), Byeong-ok Park(2000) uses the terminology of NGO to mean civil associations. Sang-wook Kang (2001) proposes that NPO means all the volunteering non-profit seeking associations and NGOs are organizations emphasizing civil volunteer elements among NPOs. He defines civil associations have hierarchy such as NPO -> NGO -> civil associations based on public good seeking, volunteering and autonomy of citizens, established and operated by civil division and has non-profit seeking characteristics. Kim, Inchoon & Hwang, Changsoon (2002) define NGOs as follows; (see Table 2.1)

In this study they define NGO as non-profit seeking & non-governmental volunteering Autonomous Public good seeking legal associations. Civil movement associations are restricted as “Among NGOs there are specific

organizations that criticize authority and advocate the human rights of the citizens. They are the civil movement associations.”

Table 2.1 Terms and Definitions

Terms	Definitions
Civil movement organizations (<i>simin woondong danche</i>)	- Reform-oriented, citizen-participating civil society organizations (<i>simin danche</i>)
Civil society organizations (<i>simin danche</i>)	Public-benefit oriented, narrow sense of NGOs (<i>mingan danche</i>); All NGOs except foundations, business and professional associations, trade unions, social services, art and culture and organizations
NGOs (<i>mingan danche</i>)	All NPOs except educational institutions and nonprofit medical institutions
NPOs (<i>beyoungri danche</i>)	All nonprofit organizations
Public interest corporations (<i>gongick bubin</i>)	Legal term for incorporated, public interest organizations
Nonprofit civil organizations (<i>beyoungri mingan danche</i>)	Legal term for NGOs, whether they are incorporated or not

2-2-2. Type of NGO

The reason why we need to discuss the typology of NGOs is it is very difficult to generalize one concept to all the organizations because there are too many different types of NGOs. Discussions related to NGO types are reviewed as follows; Salamon(1988) proposes major characteristics of three types such as Service Oriented, Market Oriented and Advocacy through comparative study on NGOs in developing countries. NGOs in developing countries consider the relationship with government is very important and they perform as Service Oriented NGO (NGOs can provide various services through partnership with government) or Advocacy NGO (civil movement associations with conflicts with government or those that perform political activities for equality or democracy implementation). This typology is useful to understand NGOs in developing countries and in Korea where advocacy or voice

function is emphasized. (Sang-wook Kang, 2001) Jon Van Til classified public or charity associations as non-religious service organizations, religious service organizations, philanthropy and charity associations. He again classifies the non-religious service organizations as education/research, culture/art, civil/social, medical service and welfare service. Lundstrom and Wijstrom (1997) proposed to emphasize voice concept that is different from existing service functions to understand non-profit seeking of Sweden where social movement traditions such as labor movement is very strong. According to him, service concept includes sports, health and education but voice function represents benefits of the alienated and is related with promotion of social capital or ideology oriented social movement associations. Elliott(1987) classified NGOs according to position or orientation.

Welfare: provision of services to a specific group Development: development support projects to develop competencies of local residents Empowerment: Enhancement of social and economic positions allowing the local residents to participate in political processes. Gordenker and Weiss(1996) classified NGOs as Operational Educational Advocacy. Korten(1987) classified NGOs according to customer groups as membership organization autonomous organization public good provisional organization GONGO (Government-organized NGO). Additionally, he classifies as South NGO (developing countries) and North NGO (developed countries). Hee-yeon Cho (2001) classified NGOs as social behavioral NGOs and Service NGOs. Social behavioral NGOs include social movements such as civil movement and people's movement. Service NGOs are the organizations to deliver services. Welfare institutes with strong characteristics delivering welfare services of government or companies have pseudo-NGO characteristics. Therefore we need to distinguish NGOs if they show social behavioral characteristics or social

movent characteristics to achieve the purpose of public good. Snag-wook Kang(2001) classifies NGOs as Service type and Voice type according to activity characteristics. Service type associations perform instrumental activities providing services such as social welfare, education, culture, health and hygiene and Voice type NGOs perform expressive activities such as criticizing and supervising government and solving social problems such as human rights, environment, consumer issues and political innovation. As we see above, there are various NGOs according to historical backgrounds and social situations. Therefore it is very difficult to classify them with one single theory. Therefore we need to select NGO typology according to research targets of the specific research.

2-2-3. Human Resource Structure of NGO

In NGO, human resource structure is very important. Sense of value of the participants, participation level and role of the participants will determine the conceptualization, continuity of the activities and social achievements. Human resources of NGO are composed with members, experts⁸, full-time staffs and volunteers.(see Table 2.2) Because there had not been researches on human resource structure of NGO up to this study, the analysis was made based on the experiences of the researcher.

Table 2.2 Human Resources Structure of NGO

Item		Participation Form	Characteristics
Member, Donor		Finance, Decision making	Participates directly
Supporter		Friendly operating environment	Indirect participation
Staff	Regular	Practical business affairs	Daily service
	Irregular	Program, Special function	Daily & Part service
Volunteer	Experts	Policy	Part service
	Volunteer	Time & Program & Assets	Daily & Part service

Members

NGO members choose NGO with their free will and perform activities. They participate in group activities, contribute to finance and support the association proactive. To be a member, there are conditions as follows; they should agree the establishment mission register as members with their own free will submit the designated membership. However some associations restrict the activities of members. In other words, there are some restrictions against those who are members of a political party or are performing the role of political party substantially. They may not be able to take major posts in the organizations⁹.

Table 2.3 Member Kind of Main NGO

		Membership
CCEJ*		General Members, Sponsor Members, Special Members, Lifetime Members, Incorporation Group Members, Material subscribers, e-mail members
PSPD**		General Members, Material subscribers, e-mail members, Lifetime Members
KFEM***		General Members, Children members, Student Members, Family Members, Lifetime Members, Specialized Business Members, e-mail Members
YMCA		Youth members, student members, general members, maintenance members, sponsor members, Special and group members, e-mail members, Lifetime Members
Green United	Korea	General Members, Youth members, group members, e-mail members, Lifetime Members

* CCEJ : Citizens' Coalition for Economic Justice

** PSPD : People' Solidarity for Participatory Democracy

*** KFEM : Korea Federation for Environment Movement

Rights and responsibilities of members are participation in decision making and policy making processes, activities of the association, keeping the regulations of the association, submitting membership fee and participating in volunteering activities. They will lose membership when they do not pay membership fee or do harmful behaviors against honor of the association or against the activity direction of the association. NGOs classify their members according to the financial contribution.

Generally, they are classified as General Members, Sponsor Members, Material subscribers and Life-time members.

Table 2.4 Member Kind and Role of NGO

Content	Role	Contribution
General Members	<ul style="list-style-type: none"> - agree the establishment missiont - join the membership and pay the designated member-fee - participate in decision making for operation and policies - Keep regulations of the association 	Finance, Participation
Registered Members	- Members who are registered by do not make active activities	Finance, Participation
Sponsor Members	- Members who financially contribute to the association	Finance
Material Subscribers	<ul style="list-style-type: none"> - Members who subscribe materials that the association issues - No rights or duties as a member. 	Finance
Lifetime Members	<ul style="list-style-type: none"> - Members who paid a certain amount that the association designated - Will remain as a member till the association is dissolved or he wants to discharge from the association 	Finance
e-mail Members	- Members sho get news and activity information on the association via e-mail	Participation

Knowledge Experts

The contribution of knowledge experts was very important in the rapid growth of NGOs. After 1980's NGOs have acted with the direction of 'policy alternatives' and 'social participation'. The core role of policy alternative making was performed by the knowledge experts. Knowledge experts have participated from the beginning of the establishment or they are invited later in the association where full-time staffs were the main group of workers. Their roles include making decisions on operational and activity orientation, the direction and content of policy alternatives. Some of them are taking responsibilities of directors.

Staff

Staffs are those who perform social activities as a job and a life. Some staffs

grow to be active workers with professional insights in a certain field and some knowledge experts become staffs. The roles of staffs in NGOs are as follows.

Networker : They produce various information and provide them to members and experts. They promote the experience sharing between the related. Additionally, they promote PR of the association to other organizations, government and enterprises. They also deliver the policy opinions as well. Therefore, the staffs of NGO is the cross section points of information and activities.

Policy Planner : They play the role of making policy advice or requests in the field where opinions of knowledge experts, members and citizens are needed although it has not been a social issue yet.

Movement Consultant : Staffs accumulated long-time experiences in social movement or have special know-how in the movement. Therefore, they can propose short-term or long-term strategies to strategic decision makers or can help them with diagnosing the status and making strategic decisions so that the purpose of the association can be realized efficiently.

System Manager : They design, develop and execute the most efficient and strategic activity system that can make the performance of organizational activities in operation and activities of the association.

Value Creator : They pay attention to the reality but dream for the future society. Therefore they pay attention to reality for new value of the future, try the basic changes and compose opinions. They try to create new values with the tasks that were not accommodated in the present in order to make better future.

Educator and Agitator : They perform the role of organizer and promoter among knowledge experts, members and citizens. They identify the social problems, propose the solutions, persuade the citizens to utilize their competencies in

autonomous and efficient ways, educate them and cooperate with them.

Various roles of the staffs are performed spontaneously. But generally speaking working level staffs have strong characteristics in diagnosis and evaluation of social problems, request analysis and activities performance and mid-staffs are responsible for promotion of organizational changes and planning of activities. Direct & managers show strong characteristics of the role of a consultant or a networker.

Volunteers

Volunteers combine private interests, religious motivation and academic desires with NGO activities. They can be responsible for an area of the activities or help the activities of full-time staffs. They show the characteristics of partners of staffs in NGOs. Recently there are some NGOs focusing on volunteers only.

We have reviewed the composition and the role of human resources participating in NGOs. Members play the role of supporter or sponsor and knowledge experts make policy recommendation, propose the direction of the activities and play the role of manager. Staffs play the role of information distribution and activity supervisor and volunteers are active cooperators participating in NGO activities voluntarily. NGOs are operated with the harmony of these organic systems.

2-2-4. Summary

In this chapter, we have reviewed the overall outline of NGOs. Specifically we have reviewed the definition and type of NGOs and the human resource structure of NGOs. Based on the above discussion, this study defined NGOs as non-profit

seeking & non-governmental volunteering autonomous public good legal, illegal supervising authority and advocating rights of the citizens. For the subjects of this research, the organizations with advocacy-oriented activities and some Service driven organizations that introduced advocacy methods actively were chosen. We have sorted the roles of the staffs who are the target of this research.

2-3. REVIEW OF HUMAN RESOURCE DEVELOPMENT(HRD)

2-3-1. Introduction

Although NGOs have been grown rapidly since 1987, the same growth did not happen in human resource development. For example, the turnover of the staffs is up to 24% in 2002 and the staffs who experienced job transfer is recorded as 66%. Education and training rarely happen. One of the major purposes of this study is to analyze HRD of NGOs. In this chapter literatures related to HRD will be reviewed to see the concept of human resources and change in components and the concept of human resource development.

2-3-2. Concept of Human Resources

Leonard Nadler(1968) defined it as 'organizational learning experiences provided by 'employer' in a certain period for performance improvement or personal growth'. 'organizational' means intentional or purpose conscious learning including formal and informal learning activities. Such a learning will lead to the improved skills, attitudes and knowledge of the employees through the training, education and development driven by employer.(Chip R. Bell, 1989) Therefore human resources in his point of view can be defined as labor with skills, attitudes and knowledges

appropriate for labor market through learning.

OECD defined Human Resources as “individuals who have equipped with knowledge, skills, competencies and other attributes appropriate for economic activities”. Economic activities include all the activities creating wealth or income directly or indirectly. (OECD, 1998). Therefore we can understand human resources of OECD means individuals with knowledge and skills. Furthermore, OECD defined HR as “individuals who have skills, competencies and attributes to promote individual, social and economic welfare creation.”(OECD, 2000). When knowledge and skills are increased and advanced through education and job training, the productivity of the workers will be advanced. Therefore investment in human resource capital will contribute to production increase.(Table 2.5) Investment in human resources will lead to the accumulated skills in a certain individual.

Table 2.5 Cost and Benefit of Human Resources Investment

	COST	BENEFIT	
PUBLIC	Public section expenditure about education	Excess income tax, and The personal payment decrease that income increased by education (Social transfer cost decrease)	Health increase, Crime rate decrease, Economic growth, Social integrated expansion
PRIVATE	Personal cost of education (Opportunity cost inclusion)	Income increase along an education term	Health increase and Personal satisfaction

Source : OECD(1988). Human Capital Investment: An International Comparison, Paris, pp 69

Additionally, human resources can be discussed individual, social and cultural point of view.(Ik-hyeon Shin and others, 2000) In the level of personal viewpoints,

human resources mean knowledge, skills, information and health accumulated in individuals and it functions as essential factors in the improvement of personal job competencies, organizational productivity and national competitiveness. In the level of social viewpoints, human resources have synergy effects to increase the productivity of other human resource components or combination of those components through the cooperation of social divisions with the regulations, trust and cooperative methods promoting the productive connection between individual and individual, between individual and organization, between organization and organization and government and civil division. In the level of cultural viewpoints, human resources mean the cultural, ethical and mental maturity to understand and enjoy various cultures and develop a new one.

Based on the above discussion, we can make the definition of human resources. They are ‘various competencies and attributes such as information, skills, behavioral mode and cultural and ethical maturity that are embodied in the individual in order to increase competitiveness, productivity of organization and life-time job performance of the individual.(Seong-jun Baik and others, 2001).

2-3-3. Change of Human Resources Components

In 21st century, industrial society is developed into information society. Now it is time for knowledge based society. In knowledge based society, the most important elements are knowledge and information. Knowledge creation and sharing activities are generalized in whole society. Therefore emphasis is placed on different components that are internalized in human resources according to situations. First in the past know-what was important. Now know-how and know-who became

important. Second, tacit knowledge, wisdom and experience as well as codified knowledge are included as components of human resources. Third, relational capabilities as well as the capabilities to adapt themselves to new environmental changes are emphasized as knowledge and skills are changed and organizations are advanced. Language skills, information communication capabilities to respond actively in the globalized and computerized era, and persuading capabilities and networking capabilities are getting more important in solving problems.(Shin-bok Kim, 2001a)

2-3-4. Concept and Areas of HRD

HRD is defined and utilized in many different ways. The reasons are as follows; First, the concept of HRD is composed of abstract and complex concepts such as education, development and training. Second it is expanded to the concept applying to all the organizations such as home, school, enterprises and nation, Third, the areas and the concept are defined differently according to nation and times. In this chapter, we will review the definitions of the various scholars and clarify the definition of HRD.

Nadler(1983) defined HRD as the organized learning experience in a certain period to increase personal change possibilities and potential growth possibilities. He considers the category of HR concept as 1. utilization of human resources (placing human resources to organization and promoting, evaluating their achievements and compensating), 2. planning and forecasting the HR development (estimating the human resources needed in the future, recruiting, training and promoting plan) 3. human resource development (training for current job, training for future job and development learning activities for personal enhancement). Additionally, Nadler

defined the content of HRD as 1. conscious, planned, organized learning 2. performed in a specific period, 3. related to current of future job and performed with the clear purposes in order to enhance the job performance of the organization, 4. increase job performance and motivation, 5. personal and organizational growth possibility.

Watkins(1989) defined it as the practice field to promote study activities related to job which is performed in the level of individual, group or organization. Watkins emphasized the importance of learning or leaning capabilities and he identified HRD in the long term point of view. In other words, it means the paradigm shift from the supervised to the autonomous learning.

Chaofsky(1992) developed and applied Learning-based intervention to maximize the growth and effects of employees and the organization. It is the research and practise to enhance personal, group and professional networks or other supporting relationship and improve learning capabilities of the organization. The unique characteristic of Chaofsky's definition is that Learning-based intervention development is to pursue the enhancement of achievement through overall approach based on organizational vision and strategy. Additionally, he emphasizes the importance of learning capabilities including professional networking or informal relationship making. The following table shows the concept of training, education and development.

Table 2.6 Concept Comparison of Education and Training

	Viewpoint of Business Administration	Viewpoint of Education
Training	Education activity related to the current business and business result elevation	The education that was skilled in work with a repetition experience
Education	The education activity that prepared for near future business	A planned change of a human action

Development	The education activity that was devoted to for personal growth and development of an organization	-
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Source : Korea Research Institute for Vocational Education & Training,(2001), "HR Development: Multi Discipline Approach". The 5th Policy Forum of Korea Research Institute for Vocational Education & Training

Terminologies used in various disciplines to mean Human Resource or Human Resource Development are shown in Table 2.7.

Table 2.7 HRD Related Similar Term Comparison by Education Field

	Human Resource	HRD		
		Training	Education	Development
Business administration	Human Resource	○	○	○
Economic	Human Capital	Human Capital Investment - National level: HRD Policy - Company Level:HRM - Human Capital Investment by an Individual		
Pedagogy	The biological, Social, Mental existence	○	○	*
Natural Science	Technician etc	○	○	*
Education Anthropology	Cultural existence	Civilization / Culture whole total		
Sociology	Social being / citizen	Socialization		

* : Education and training concept in "Discipline of Education" include development.

○ : It means the terminology is used in the discipline.

2-3-5. HRD Concept Synthesis

The various concepts of human resource and HRD can be reduced to a broad definition of the concept and a narrow one. The narrow definition of the concept is concerned solely with educational training activists designed to heighten the productivity of enterprise and to development individuals vocational skill. The broad definition of the concept extends to enterprise as well as to the general public, homes, society and to the nation. It includes concept such as the increase in enterprise' productivity, the improvement of the quality of the individual lives, the capability to

strengthen national competitiveness, technological, information, moral maturity and character trait concept. In this study education and training the organizations perform are mainly investigated for HRD of NGOs and perception of full-time staffs on HRD will be compared.

2-4. REVIEW OF THE TURNOVER

2-4-1. Introduction

Employee turnover has been one of the most extensively researched areas. The published literature dealing with employee turnover can be traced back to studies as early as 1910. It has been estimated that since the early 1900s somewhere between 1,500 and 2,000 publications concerning employee turnover have appeared in the form of journal article, books, monography, technical report, and working papers (Muchinsky & Morrow, 1980) This large volume of literature have examined the relationship between employee turnover and variables such as organizational structure, psychological climate variables, affective reactions, personal characteristics, and behavioral predispositions. In addition, literature review have indicated many evidential relationship to be consistent between employment turnover and, for example, personal factor, job satisfaction, and content facts. (Steer & Mowday, 1981) In spite of this voluminous literature, there are no studies regarding Korean NGOs. It is probably because NGOs have not been able to attract academic interests and it is very difficult to get information on NGO's turnover. It is the first research regarding the factors influencing turnover in NGOs. Therefore, it is meaningful as the foundation of further studies. In this chapter, we will review the definition of turnover, the influence of turnover on the organization and the variables influencing turnover based on literatures.

2-4-2. Definitions

Turnover is defined by price(1977) as "movement across the membership boundary of a work organization". Both accessions to and separations from the organization are researched by those interested in turnover. Newly-hired employee are a common type of accession, whereas quits, retirement, layoff, dismissals, and deaths are instances of separation. Transfers and promotion, although a from a movement, are not generally viewed as turnover because changes of membership in the work organization are not produced by these movement. given the definition of price, Bluedorn(1981) expended the nation of turnover in which the distinction is made between volunteer separation and involunteer separation. volunteer turnover, the concern of this study. refer to movement across the membership boundary of an organization initiated by the individual while involunteer turnover is movement across the membership boundary of an organization initiated by the organization. Quits, called "exist" by Hirschman(1970), are volunteer separations, whereas layoff, dismissals, and death are instances of involunteer separations. based on the two dichotomize of turnover, Bluedorn(1976) came up with a useful typology. Figure 2.1 blow features turnover typology.

Figure 2.1 Turnover Typology

Initiator of Movement	Direction of Movement	
	Accession	Separations
Volunteer	Type Volunteer Accessions	Type Volunteer Separations
Involunteer	Type Involunteer Accessions	Type Involunteer Separations

Type turnover is the concern of this study. volunteer separation are the major focus of most turnover studies.

Wasmuth and davis(1983), Classifying turnover into three category ; external versus internal, planned versus unplanned, and high versus low, they attempted to provide a meaningful analysis that could be translated into useful strawgirls for controlling turnover. The matrix for analyzing turnover is Figure 2.2.

Figure 2.2. Matrix for Turnover Analysis

	Planned	Unplanned
Avoidable	() Dismissal	() Quit
Unavoidable	() Termination	() Resignation

() Quit is equivalent to volunteer separation in Bluedorn's turnover typology. However, Martin and Bartol(1985) suggested an elaborate matrix for meaning turnover strategically. They looked at turnover from tow perspective ; functional versus dysfunctional, and performance versus replaceability. Table 000 depicts the performance and replaceability strategy matrix.

Figure 2.3 The Performance-Replaceability Strategy Matrix.

		Replaceability	
		Difficult	Easy
Performance	High	(A) Highly dysfunctional Turnover	(B) Dysfunctional Turnover
	AVE	(C) Dysfunctional Turnover	(D) Functionality Depend on Costs
	Low	(E) Short run Dysfunctional /Long Run Functional	(F) Functional Turnover

2-4-3. Variable of Tutnover

J. L. Tuttle & M. Cotton(1986) sorted significant variables in Academy of Man agement Journal after the analysis on turnover. Figure 2.4 shows the cause variables of turnover.

2-4-3-1 Organization Total Factors

A. When members think pay raise or promotion process is unfair or does not satisfy their expectations, they will decide to quit.

B. Regarding the relationship between the size of organization and turnover, the larger size organization does not necessarily have higher turnover rate than the smaller size organization.

Figure 2.4 Cause Variable of Turnover

Duty Related Factors	Personal Characteristic Factors	External Environmental Factors
- Pay	- Age	
- Business Result	- Organization Tenure	
- Clearness of a Duty	- Gender	- Cognition about the Employment
- Repetition of a Duty	- Referral Source	- The Unemployment Rate
- Duty Satisfaction	- Information of a Bio-Function	- Employment Possible Ratio
- Wages Satisfaction	- Education	- Labor union or Not
- Satisfaction about Duty oneself	- Marital	
- Satisfaction about a Supervisor	- Support Number	
- Satisfaction about a Colleague	- Aptitude and Ability	
- Satisfaction about a Promotion Opportunity	- Intellectual Faculties	
- Organization Loyalty	- Turnover Intention	
	- Expected satisfaction	

Source : J. L. Cotton & J. M. Tittle, "Employee Turnover ": A meta analysis and review with Implication for research, A academy of Management Review, Vol 11 No.1 pp57, 1986.

2-4-4-2 Working Environment Factors

A. Style of supervisor: If the personality of supervisor does not satisfy the level of the expectation, the turnover tendency will be increased.

B. As the increase of working group size causes the dissatisfaction of members on internal compensation, they will feel low cohesiveness, professionalism of works and communication difficulties, which leads to high tendency of turnover.

C. The relationship between turnover and satisfaction on colleagues is not universal but shows potential importance.

2-4-4-3 Duty Factors

A. Generally speaking, if workers are not satisfied with the content of the work, they tend to quit.

B. Repetition and lack of autonomy and sense of responsibility has positive correlation with turnover.

C. When they feel the compensation is not appropriate for the tasks they are requested to do by the organization , they tend to quit.

2-4-4-4 Personal Characteristic Factors

A. Age and turn over are negatively correlated.

B. Turnover is not easy when they are older or have worked for a longer time. It is because of the responsibility to earn the living for the family.

C. Higher education accelerates turnover.

D. Refer source shows low turnover.

E. Extreme personalities show high tendency to leave the organization.

F. Regarding the size of family and responsibility family support, when they pursue stability, the turnover is getting low.

G. In case of male workers, bigger family means low turnover. But in case of female workers, bigger family means high turnover. However if the female worker is not a secondary income provider, the result will be different. Therefore we can say in case of female workers large family means low turnover if she is the primary income maker and the same large family means high turn over if she is the secondary income maker.

2-4-4-5 External Environmental Factors

A. Substitutional job opportunities are external opportunities. If they do not have

many sources of substitutional jobs the voluntary turnover of the organization can be lower.

B. When economic activities of a nation or a regional unit are very active, it will increase voluntary turnover and the contracted economic activities will decrease the voluntary turnover. However in the microscopic level, it can be shown as various results.(Mobley, W. H., R. W. Griffeth, H. H. Hand and B. M. Meglino, 1979)

C. Regarding the relationship between the level of employment and turnover, when the employment level of a certain company is stable, turnover gets low and in the opposite conditions, turnover gets higher.

D. Education and training in the company, circulation working and promotional placement policies can lower turnover.

E. In the organization with big internal opportunities show lower turnover than those with small internal opportunities. It is particularly true when they perceive the stability level of the organization is high so that they are satisfied with their organizations.

2-5. SYNOPSIS OF THE CHAPTER

This chapter deal with the review of related literature on the topic. Discussed are the overview of the NGO theories and network with structure, HRD theories, turnover definition and variables.

CHAPTER

METHODOLOGY

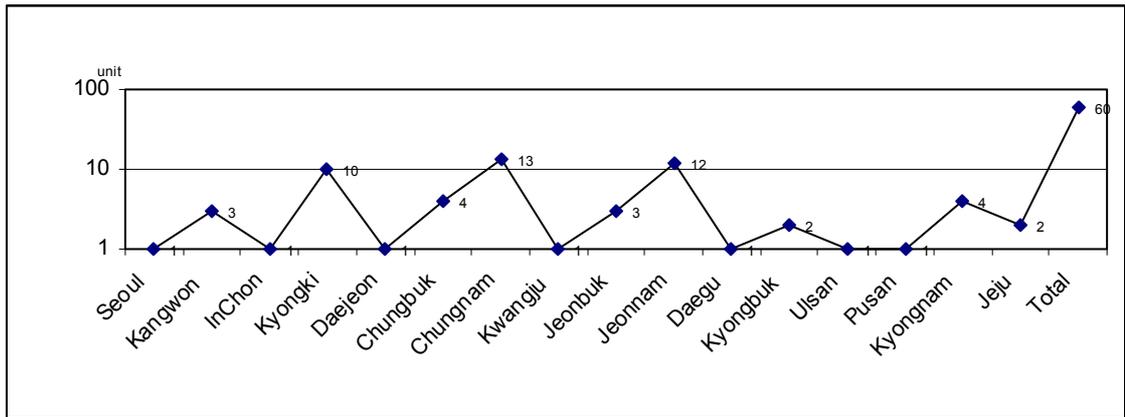
In this chapter, research method and NGO's staff and organization in this study are discussed. Therefore, This chapter is composed ; study organization selection, research organization, research population, research site, instrumentation (questionnaire, news article frequency search, government aid examine, transaction), data collection(literature study, data collection process, response rate) data analysis(sample selection, variable selection, measurement of major factor, HRD analysis of NGO staff, turnover rate testing) synopsis of the chapter.

3-1. STUDY ORGANIZATION SELECTION

For this study following standards were used to select target organizations. First, it should represent characteristics of Korean NGO, Second, it should have nation-wide network, Third, it should include various kinds of organization, Fourth, member organization should act actively. Korea Solidarity Network(herafter KSN) was selected as the organization that meets the above 4 standards.

KSN was organized in 2001 merging "Citizens' Association for Election" and "Civil Association Committee". The purposes of the establishment of KSN were (1) Activities for political and social reform (2) United cooperation of NGO (3) Activation of civil movement¹⁰. The main sub-organizations of KSN are members' meeting, joint representative, operational committee and regional united meeting.

Figure 3.1 Local Distribution of a KSN Member Organization(2003.3)



Organizations of KSN are shown in Figure 3.1. It has 10 regional network including 60 cities and provincial areas or 350 organizations joined as members. The conditions of membership are 1) It should agree the purpose of the United Meeting 2) It should be recommended by more than two member organizations 3) It should be non-governmental organization and should not be a political party. KSN is operated with the membership fee and other incomes. As we see above, KSN is standing overall network representing NGO and it is making activities various areas nation-wide. Each member organization is leading NGO activities in its area. Therefore it is the most appropriate NGO organization suitable for this study.

3-2. RESEARCH ORGANIZATION

The research organization include all the field NGOs in nationwide. The sample, consisting of 123 organization, was drawn from 348 organization in KSN.

Table 3.1 Survey Result by Organization

	KSN Member Organization	Survey Organization
Seoul	98	27
Metropolitan City	85	38
City, County	165	58
Total	348	123

3-3. RESEARCH POPULATION

The research population include all the full-time working staffs(regular and irregular) currently working in the NGOs in nationwide. The sample, consisting of 348 employee(123 organization), was drawn from a population of 1,406 employees. These samples show 24% among staff. The sample encompass general-staff, mid-staff level, director & manager level. However, When an organization participated in a survey, this sample is effective. The samples that organizations were not examined were excluded.

3-4. RESEARCH SITE

Samples (Organization and Full-time staffs) were taken nation-wide. There are big differences in the status of politics, society and economics according to region. Therefore social resource mobilization will be restricted. The size of population influence the number of members, economic volume influence financial mobilization, and social and cultural characteristics influence support for NGO activities directly and indirectly. As the major purpose of this study is to identify the status and structure of NGOs empirically, samples were taken from all over Korea. 35 areas were investigated.

Table 3.2 Survey Result by Sit

	Local	Organization	Staff
Seoul	1	27	145
Metropolitan City	6	38	94
City, County	28	58	109
Total	35	123	348

3-5 INSTRUMENTATION

This study needed 2 types of questionnaires; one for organization and the other for full-time staffs. It was difficult to discover data or literature appropriate for this study. Therefore my own experiences working in an NGO and literatures regarding NGO activities were used to develop questionnaires. To identify activities of NGO, article frequency was checked and information publication was requested to check NGO related aid fund from government.

3-5-1. Questionnaire

This study focuses on the present status of NGO is checked with empirical, Staffs employment environment and perception about HRD, Reveal factors to affect high turnover of staff. A conceptual model presented in chapter was designed to take a comprehensive and systematic approach to accomplish the purpose of the research. The questionnaire administered to survey the sample of NGO(organization and staff) consist of five major component.(see Table 3.3)

Table 3.3 Questionnaire Structure

	Head	Number	Total
Organization	Organization present situation	20	64
	Employment and HRD assistance of staff	44	
Staff	Employment environmental perception	10	43
	HRD perception	10	
	Staff present situation	23	
Total	5	107	107

A. Organization present situation required organizational information from the respondent(i.e., membership size, staff size, budget size, financial structure etc.).

B. Employment and HRD assistance of staff required organizational information from the respondent(i.e., wage, allowance, bonus, fringe benefit, retirement

allowance, education and training, turnover and employment, etc.).

C. Employment environmental required personal perception from the respondent(i.e., lifetime work recognition, intensity of labor perception, employment stability, wage satisfaction, etc.).

D. HRD perception required organizational information from the respondent(i.e., business utilization of a major, educational opportunity necessity, HRD assistance system, HRD investment environment, specialty accumulation, etc.).

E. Staff present situation required personal information from the respondent.(I.e., gender, age, formal Ed level, major, wage level, side job, continuous service period, turnover experience and frequency, etc)

3-5-2. News Article Frequency Search

To identify the activities of NGO, the researcher performed article frequency search. The number of articles on newspapers can be a unique indicator to understand the activities of NGOs. First in the background of NGO growth in Korea there is civil support. Because they do not have PR methods, articles on newspapers play important role in publicizing their proposals and activities to the public. Therefore if an NGO is exposed to mass media continually, it means the specific NGO plays significant role in the society. Second, newspaper articles influence organization operation directly. The exposure will give the organizations the enhancement of recognition, enforced human resource network and the expansion of financial mobilization. In particular if they play positive roles in social views, the influence will be increased dramatically. In the opposite cases, the influence will be reduced rapidly. To full-time staffs it is shown as the enforced commitment, enhanced pride and enforced external relationship and opinion expressing

capabilities. To search for articles in newspaper, the frequency in daily newspapers in KINDS(Korea Integrated News Dater System) and Yonhap-news was used. Newspaper article frequency search methods are shown in Table 3.4.

Table 3.4 News Article frequency Search

	Daily	Yonhap News
News Search Period	2001.7.1 ~ 2002. 12.31	2001.1.1~2002.12.31
Statistical Analysis	frequency	frequency
Utilization tool	KINDS search system*	Yonhap News search system**

* KINDS(Korea Integrated News Dater System). www.kinds.or.kr/peng_html/what_kinds.html

** www.yonhapnews.co.kr/cgi-bin/naver/srch_news

The search period was from July 1, 2001 to December 31, 2002. The search period of YPN was from January 1, 2001 to December 31, 2002. There was no special meaning in different search period of daily newspapers and Yonhap-news. It was mainly because of the restrictions of system utilization of KINDS. The frequency search results are shown in Table 3.5.

Table 3.5 News Article Frequency Search Result

	Frequency	Mean	Organization N
Seoul	11,583	429.00	27
Metropolitan city	1,413	37.18	38
City, County	876	15.10	58
Total	13,872	112.78	123

3-5-3. Government Aid Examine

To verify reliability of the samples, the researcher requested government to publicize data regarding governmental support for NGOs. The materials were used to verify governmental support items in the collected materials. It was performed from March to May in 2003.

3-5-4. Transaction

Generally NGOs hold members meeting or representative meeting in the beginning of the year or the end of the year. Considering this, the researcher visited the associations and collected meeting minutes. These were used as reference materials only to verify the reliability of the materials that the associations submit.

3-6. DATA COLLECTION

3-6-1. Literature study

3-6-1-1 NGO

Domestic NGO studies are in the beginning stage. The major trend of domestic studies was the concept of NGO - NPO, NGO, civil associations and private associations - and the relationship between NGO and government. Therefore domestic and foreign NPO and NGO related forums, articles and degree articles were referred.

3-6-1-2 HRD

There were no literature regarding HRD of NGOs. There were materials regarding job satisfaction or status analysis focusing on several associations only. Therefore the author had to configure HRD field. Literature regarding HRD were referred.

3-6-1-3 Turnover

There were no literature regarding turnover in NGOs. However there were many studies related to enterprises. Basic variables and models in these studies were referred.

3-6-2. Data collection process

3-6-2-1 Organization

A. Year : It was basically the year of 2002. Only for the areas that need concentrated study such as item of the retired, the newly employed and encouragement bonus for the retired, data in 2001 were included.

B. Period : The first period of data collection was March 7, 2003 to April 4, 2003. the second survey was performed for 46 days from April 7 to May 23.

C. Method : It was performed via e-mail, questionnaire, visit and interview. 1) Primary survey (e-mail): Thank you letter and survey questionnaire were delivered to the associations in all the member associations in KSN via e-mail. However no samples were collected among 384 associations. It was because the survey questionnaire had questions which were very sensitive to NGOs. It had double structure that the association and full-time staff have to answer together, too many items that need calculation and took more than 30 minutes to answer all the items. 2) Secondary Survey (Visit and Interview): The researcher made a call to secretary of the member associations of KSN. Thank you letter and survey questionnaire were delivered to the associations via e-mail that agree to participate in this study. Afterwards, the researcher visited the association to collect samples and supplemented the survey through interview. In particular, interviews were performed with the secretary only. 3) Tertiary Survey (e-mail): In the third survey, some items missing in the second survey were asked and a few more organizations were included.

3-6-2-2 Staff

For the staff survey, no special contact was made. The survey questionnaires were distributed to the full-time staffs presented in the office when the researcher visited the association. Because there were some items that NGOs do not want to publicize, the researcher proposed the anonymity conditions. Some associations

rejected answering the questionnaire during the survey period.

3-6-3. Response Rate

As you can see in Table 3.6, response rate was 58.3 percent regionally, and 35.5 percent in the perspective of organizations. About 30 % of staffs answered the survey if taking into accounting of the organizations that answered the survey.

Table 3.6 Survey Response Rate

	Local			Organization			Staff		
	KSN	survey local	%	KSN	survey org'	%	KSN Staff	survey staff	%
Seoul Metropolitan City	1	1	100.0	98	27	27.5	479	145	30.2
City, County	6	6	100.0	85	38	44.7	358	94	26.2
	53	28	52.8	165	58	35.1	363	109	30.0
Total	60	35	58.3	348	123	35.3	1,200	348	29.0

3-7. DATER ANALYSIS

3-7-1. Sample Selection

A listing of KSN membership organization was obtained from the KSN office. The NGO were randomly selected for this study. In this study, approximately 120 responses were needed for securing a significant level in sampling. thus, a 35 percent response rate was expect to determine the sample size needed for this study. As shown in table 3.7, the finally selected samples were 123 organizations (95.3%) and 348 staffs (96.1%)

Table 3.7 Analysis of Sample Selection

	Organization	Staff
Sample Collected	129	362
Unusable	6(4.5%)	14(3.9%)
Usable Sample	123(95.3%)	348(96.1%)

Some samples were excluded from the analysis; samples that have many unanswered items, in case only the staff samples were collected without organization sample, samples that were answered with a single choice.

3-7-2. Variable Selection

The following list covers the four major characteristics of the study ;
Organization, Staff, HRD of Staff, Turnover influence factors analysis

3-7-2-1 Organization

A. General Situation : Founding year, Membership Size, Staff Size(regular and irregular with gender), Organization Type(Independent, Branch-organization(nation, local), Federation organization(nation, local). Legal Registration Status(Private, Association corporation, Judicial foundation), Budget and Expenditure Size, Financial Earning Structure((membership fee, fund rising & donation, project services, gov' aid, business benefit, ad & publicity, others), Action Field(citizen//politics /administration, local autonomy, volunteer/ welfare/health/ Ed/ consumer/traffic/ /culture, environment, woman/human rights/unification/religion/youth)

B. Employment and HRD assistance of staff. : Wage(Starting wage, Total wage(yrs)-Number ? Amount, Wages decision basis), Allowance(Type, Number, Amount), Bonus(Basis, Number, Amount), Insurance(Type, Number, Amount), E/T(Participant number, Days, Cost), Retirement allowance(Receiver number, Amount), Labour contact, Promotion period, Turnover staff(2001~2002 and gender), Employment staff(2001~2002 and gender), Staff recruit channel, Five-day work system, The location.

3-7-2-2 Staff

A. General Status : Gender, Age, Formal Education(high school diploma, two-year collage, four-year collage, graduate school), Major, Marital status, Wage level, Side job, Spouse occupation status and wage level, professional tenure(present organization, total NGO, total turnover experience and frequency, NGO turnover experience and frequency), Job Level, Working hours, Entering organization channel, Action field, The location

B. Employment Environment Perception : Workplace for lifelong, NGO continuation tenure intention, Intensity of labor, Employment security, Duty environmental satisfaction, Wage satisfaction, Business authority, Self-development opportunity, Social contribution of NGO, Aptitude and organization life.

3-7-2-3 HRD Analysis of NGO

A. Education and Training : Staff assistance of an organization : E/T(Participant number, Days, Cost)

B. HRD Perception of Staff : Duty utilization of a major, Educational opportunity necessity, HRD assistance system, HRD investment necessity, HRD investment environment, Specialty elevation, Specialty accumulation, Governmental HRD assistance, Specialty withdraw, Importance of HRD.

C. Turnover Rate : Turnover staff(2001~2002 and gender)

3-7-2-4 Turnover Rate Testing

Organization Scale(membership number, total staff number, year total budget scale. organization type, the news article frequency), Wage(AVE wage), Non-wage Benefit(retirement allowance system, per staff of the insurance total amount), Educational and Training(per staff E/T day, per staff E/T cost), The location

3-7-3. Measurement of Major Factor

The data gleaned from the collection questionnaire were checked for usability and they were numerically coded and transcribed for statistical analysis. For this study, SPSS(window 11.0) was used for computer analysis of the data.

3-8-3-1. Organization,

A. Membership Size : The responses were classified into five level.(Person)
(1)0~500 (2)501~1,000 (3)1,001~10,000 (4)10,001~30,000 (5)3,001~100,000

B. Staff Size(regular and irregular) : The responses were classified into five level.(Person) (1)1~6 (2)7~ 14 (3)15~ 29 (4)30~55 (5)56~150

C. Year Total Budget and Year Total Expenditure Size : The responses were classified into six level.(in thousand won) (1)1~50,000 (2)500,001~100,000
(3)100,001~200,000 (4)200,001~500,000 (5)500,001~1,000,000
(6)1,000,001~4,000,000

D. Action Field : The responses were classified into five level. (1)Citizen/ Politics/
Administration/Law (2)Local Autonomy (3)Volunteer Service/ Welfare/Health/
Journalism/Ed/Consumer/Traffic/Culture/Information/International/Economy/ Labor/
The poor/Residence (4)Environment (5)Woman/Human Rights/Unification/ Religion

E. Founding Organization : The responses were classified into two level.
(1)Before 1987 (2) After 1987

F. The site : The responses were classified into three level. (1)Seoul
(2)Metropolitan City (3)City & County

3-7-3-2 Staff

A. Employment environment Perception : The scores were gleaned from the results of the survey questionnaire. The response were coded from "Strongly

disagree"(1) to "Strongly agree"(5).

B. Gender Age : The responses were classified into five level.(in age) (1)18~25
(2)26~30 (3)31~35 (4)36~40 (5)41~60

C. Formal Education Level : The responses were classified into four level, and were treated as interval scale. thus, The following scores were given to each classification. (1)High school diploma (2)Two-year collage (3)Four-year university degree (4)Some graduate or professional degree

D. Major Field : The responses were classified into five level, and were treated as interval scale. thus, The following scores were given to each classification. (1) Humanities (2) Social Science (3) Natural Science (4) Medical & Pharmacy & Art & Physical & Ed (5) Teaching Profession

E. Wage Level : The responses were classified into six level.(in won)
(1)1~600,000 (2)600,001~800,000 (3)800,001~1,000,000 (4)1,000,001~1,200,000
(5)1,200,001~1,400,000 (6)1,400,001~2,000,000

F. Profession Tenure of a Present Organization : The responses were classified into six level.(in month) (1)1~24 (2)25~48 (3)49~72 (4)73~96 (5)97~250

G. Total Social Movement Period : The responses were classified into five level.(in month) (1)1~24 (2)25~50 (3)51~100 (4)101~150 (5)151 over

H. Working Hours : The responses were classified into four level.(in hours)
(1)1~44 (2)45~50 (3)51~59 (4)60~100

3-7-3-3 HRD Analysis of NGO

The scores were gleaned from the results of the survey questionnaire. The response were coded from "Strongly disagree"(1) to "Strongly agree"(5).

3-7-3-4. Turnover

A. budget scale, the news article frequency, AVE wage, per staff E/T cost, per staff of the insurance total amount : These variables were covered with 'Log' in order to raise efficiency of multi-regression.

B. AVE Wage : This variable was calculated with the payment total amount and a receiver of an organization in 2002.

C. Per Staff E/T Cost AND Per Staff of the Insurance Total Amount : This variable was calculated with the payment total amount and regular-staff of an organization in 2002.

3-7-4. HRD Analysis of NGO

The HRD of NGO analyzed educational training assistance about staff of an organization, HRD perception of staff. And, Turnover rate was analyzed as these results.

3-7-5. Turnover Rate Testing

For the present study, data were analyzed using regression to test selected variable. For further examination of the turnover in NGO, multiple regression techniques were used to examine the effects of all the other variables in the analysis.

3-8. SYNOPSIS OF THE CHAPTER

This chapter furnished the methods and procedures NGO in the study. Discussed were the study organization selection, research organization and population and site, instrumentation, data collection and analysis which includes sample selection, measurement, HRD Analysis of NGO, and turnover rate testing.

CHAPTER

ANALYSIS AND FINDINGS

4-1. INTRODUCTION

This chapter presents the result of the data analysis in the current study. The initial objective of the study was to examine four major part ; organization analysis, staff analysis, HRD of NGO's staff, and Influential factors of turnover. Organization analysis includes the characteristics of Sample, Staff Structure, Finance Structure, Wages and Non-Wage Benefit, The Employment Management. Especially, Staff analysis contains the general situation, and employment environmental recognition. HRD of NGO's staff analyzes the HRD Investment Situation of Organization, HRD Recognition of Staff, and Result of HRD and Influential factors of turnover will reveal the variables, affecting the high rate of leaving their jobs of a full timers through testing.

4-2. ORGANIZATION ANALYSIS

Organization analysis analyzes the present circumstance of NGO and the state of the respective part. Accordingly, the characteristic of Sample, Staff Structure, Finance Structure, Wages and Non-Wage Benefit, and the Employment Management are the composition of it.

4-2-1. Characteristic of Sample

4-2-1-1 The General Situation

According to the investigation, which you can see in the table 4.1, NGO of Korea on average was established in 1989 and members were 2,757 and staffs were 11, and the estimated budget was 354,595,000 won.

Table 4.1 The General Situation by Nationwide

		in year, persons, won			
	Foundation	Membership	Staff	Budget	
N	123	123	123	123	
Mean	1989	2,757	11	354,595,934	
Median	1995	600	5	130,000,000	
Mode*	1999	500	5	60,000,000	
Minimum	1913	0	1	10,000,000	
Maximum	2002	87,000	93	3,012,000,000	
Sum	244705	339,173	1,406	43,615,300,000	
Percentiles	10	1974	100	2	40,000,000
	20	1988	200	3	60,000,000
	30	1991	300	4	82,000,000
	40	1993	430	4	107,200,000
	50	1995	600	5	130,000,000
	60	1996	740	6	154,640,000
	70	1998	900	10	258,000,000
	80	1999	1,461	15	534,200,000
	90	1999	5,120	30	1,000,000,000

* Multiple modes exist. The smallest value is shown

The main establishment year of NGOs is between 1989 and 1999, and according to the analysis of Percentiles, 80 percentage of it is after 1988. The range of members is wide, that is, it is from 0 at minimum to 87,00 at maximum and average numbers are 2,700. Among them, 500 are Mode, and 1,000 are median. From the analysis of this percentage, we can find out that the members are under 1000 people in 80%, and it is very small in scale. According to the examination, the staffs are 1,406 in total. Average members are 11 but mode and Median are 5 respectively. It is revealed in the

percentage analysis, and the fact that 70 % of staffs are 5 or 6 proves it. The annual budget shows the extreme deviation of NGOs. It is distributed ranging from 1000 man won to 3 billion won. The average of it 350 million 5 man won a year. But percentage analysis shows that groups under 70% have the budge under the average, and it proves that NGO is operated in a very small size.

4-2-1-2. local Distribution

NGOs of this study showed 35% investigation rate on average and the numbers of staffs were 358, compared to the regional distribution of KSN membership groups.

Table 4.2 Survey Result by local Distribution (2003. 3 ~5 month)

	KSN Organization	Survey	
		Organization Frequency	Staff Frequency
Seoul	98	27	143
Metropolitan City	98	38	94
City, County	152	58	111
Total	348	123(35%)	348

4-2-1-3. Membership Size

In the size of membership, 95% of them are under 10,000, and over 10,000 only occupies 5%. Especially, if we consider that groups, which have under 500members are 50%, we can find that the membership participation of NGO is low. Even though the size of memberships cannot be a indicator, representing everything, it can be employed as a indicator, which measures financial decision and policy, and small sized membership structure can lead the financial difficulty and minority in decision making. (see Table 4.3)

Table 4.3 Membership Size

	Frequency	Percent	Cumulative Percent
Less than 500	60	48.8	48.8
501 ~ 1,000	30	24.4	73.2
1,001 ~ 10,000	27	22.0	95.1
10,001 ~ 30,000	3	2.4	97.6
Over 30,001	3	2.4	100.0
Total	123	100.0	

4-2-1-4 Budget Size

From the budget size, we can see that groups under 200 million won are 67%, and they spend 1.6 million won a month. It represents the financial difficulty, in consideration of business fee for organization operation, labor costs of staffs, and office operation fee.

Table 4.4 Year of Total Budget Size

	Frequency	Percent	Cumulative Percent
Less than 50,000	21	17.1	17.1
50,000 ~ 100,000	25	20.3	37.4
100,000 ~ 200,000	37	30.1	67.5
200,000 ~ 500,000	14	11.4	78.9
500,000 ~ 1,000,000	16	13.0	91.9
Over 1,000,000	10	8.1	100.0
Total	123	100.0	

4-2-1-5 Staff Size

66 % of groups have below 6 staffs in the aspect of full time size, and it reflects that most NGOs are small scaled organization.

Table 4.5 Staff Size

	Frequency	Percent	Cumulative Percent
Less than 6	81	65.9	65.9
7 ~ 14	14	11.4	77.2
15 ~ 29	15	12.2	89.4
30 ~ 55	10	8.1	97.6
Over 56	3	2.4	100.0
Total	123	100.0	

4-2-1-6 Action Field

In the field of activity, Citizen-Political administration (33.3%), and Local Autonomy (12.2%) occupy 45% of total and environment is next of them (22.0%). It shows that the activity of NGO focuses on the social issue, but it is feasible in the real social service.

Table 4.6 Action Field

	Frequency	Percent	Cumulative Percent
Citizen, Politics, Administration	41	33.3	33.3
Local Autonomy	15	12.2	45.5
Voluntary, Welfare, Ed, Consumer, Traffic, Culture	15	12.2	57.7
Environment	27	22.0	79.7
Woman, Human rights, Unification, Religion, Youth	25	20.3	100.0
Total	123	100.0	

4-2-1-7 Organization Type

In the aspect of organization form, NGOs are considerably organized groups. That is, Branch Org, derived from federation org is 49% of all, and self-established and individual groups are 37%. Most NGOs are carried out organizational activities through Network.

Table 4.7 Organization Type

	Frequency	Percent	Cumulative Percent
Independent	46	37.4	37.4
Federation(Nation, Local)	17	13.8	51.2
Branch(Nation, Local)	60	48.8	100.0
Total			

Especially, the organizational activities through network center on the 'Branch Org'. table 4.7 shows 78% of NGOs were established after 1987, and the period after

1987, has created remarkable social outcome and has increased their organizations. So, the network that divides the established organizations and creates sub- organizations with an inclusion of various organizations, and divides separate and specialized NGO was promoted.

Table 4.8 Organization Found by Branch Organization

	Frequency	Percent	Cumulative Percent
Before 1987	13	21.7	21.7
After 1987	47	78.3	100.0
Total	60	100.0	

4-2-1-8 Legal Status of Organization

We can see that from the legal system of NGOs, like the table 4.9, 61% of them work as a private Org. Association Corporation is 25.2%, and Juridical foundation is 13.8%. The number of private Orgs are many because past social groups worked as a arbitrary groups, and in case of legal registration, they can suffer from the administrative inconvenience rather than benefits.

Table 4.9 Legal Status of Organization

	Frequency	Percent	Cumulative Percent
Private Org'	75	61.0	61.0
Association corporation	31	25.2	86.2
Juridical foundation	17	13.8	100.0
Total	123	100	

4-2-2. Staff Structure

4-2-2-1 Staff Structure

The structure of staffs is 1,406 according to the examination, and regular workers are 1,200 and irregular workers are 206. In the metropolitan city, the numbers

are 12.5 and primary areas have 6.9 people. It reveals that the groups of seoul has more staffs than other locations. In the field of regular workers, metropolitan area is 24%, and Seoul and Primary areas compose 9% respectively. In the rate of male and female, the number of women is high in the regular and irregular jobs.

Table 4.10 Staff Structure by Local

	Org' N	Staff Total	Regular			Irregular		
			Total	Male	Female	Total	Male	Female
Seoul	27	528	479(19.5)	218	261	49(1.8)	18	31
Metropolitan City	38	475	358(12.5)	130	228	117(3.0)	53	64
City, County	58	403	363(6.9)	113	250	40(0.7)	20	20
Total/staff	123	1,406	1,200(9.7)	461	739	206(1.6)	91	115

The table 4.11 shows that structure of staffs is over 200million won in the annual budget and the rate of female becomes on the increase. In the size of staffs, as the staffs increase, the rate of female becomes increase.

Table 4.11 Staff Structure by Budget & Staff Size, Legal Status

	Org' N	Total	Regular		
			Total	Male	Female
Budget Size (in thousand won)					
Less than 50,000	21	60	52	23	29
50,000 ~ 100,000	25	90	78	39	39
100,000 ~ 200,000	37	228	170	69	101
200,000 ~ 500,000	14	152	131	52	79
500,000 ~ 1,000,000	16	384	335	130	205
Over 1,000,000	10	492	434	148	286
Total	123	1,406	1,200	461	739
Staff Size (in person)					
Less than 6	81	307	272	133	139
7 - 14	14	143	119	38	81
15 - 29	15	300	269	105	164
30 - 55	10	399	321	124	197
Over 56	3	257	219	61	158
Total	123	1,406	1,200	461	739
Legal Status					
Juridical foundation	17	363	306	103	203
Association corporation	31	437	391	104	287
Private Org'	75	606	503	254	249
Total	123	1,406	1,200	461	739
Organization Type					
Independent	46	347	299	155	144
Federation(Nation, Local)	17	367	335	143	192

Branch(Nation, Local)	60	692	566	163	403
Total	123	1,406	1,200	461	739
<hr/>					
Founding Org'					
Before 1987	18	460	394	107	287
After 1987	105	946	806	354	452
Total	123	1,406	1,200	461	739

In addition, in the aspect of Legal Status of organization, the rate of female and male of Juridical foundation and Association Corporation has a big difference, but it is shown that in the private Org, its rate is 1:1 and the number of male is more. In the aspect of Organization Status, the rate of male and female shows remarkable difference in the Federation Branch Org but the rate of independent Org is similar. Before 1987, the rate of male is just 37% of female in the Foundation Org, but it shows 78% after 1987. If I arrange the structure of staffs, Firstly, The comparatively numerous staffs work in Seoul, compared to the metropolitan or primary areas. Secondly, as mthe budget size and the size of staffs is bigger, the difference between male and female is larger. Thirdly, in the aspect of legal system, the more female staffs work in the legal registered group than male, and especially, the rate of female is high in the groups, which were established before 1987. Fourths, The weight of female staffs is high in the nationwide association organizations and their branches (The areas, processed urbanization according to the region)

4-2-2-2 Gender Ratio

If you see the table, generally, in the rate of female and male of staff, male is 65%.

Table 4.12 Gender Ratio by Staff

	Org' N	Staff N	Gender		Ratio
			Male	Female	
Total	123	1,406	552	854	64.6
Nationwide					
Regular	121	1,200	461	739	62.3
Irregular	52	206	91	115	79.1
Seoul	27	528	236	292	80
Metropolitan city	38	475	183	292	62
City, County	58	403	133	270	49

a. the number of male when female is 100: (Male/Female) x 100

The rate of female and male in the regular job, male is 62.5% and it belongs to the half of female, and as you go to the City and counties, the imbalance of this rate is deepened. If we consider that the average rate of female and male in Korea is 101.4, it proves the heavy inclination on female. (see Table 4.13)

Table 4.13 Total Population & Annual Growth Ratio in Korea

Year	Both Sexes	Gender		in persons
		Male	Female	Ratio
1990	42,869,283	21,568,181	21,301,102	101.3
1997	45,953,580	23,148,092	22,805,448	101.5
1999	46,616,677	2,457,837	23,158,840	101.3
2002	47,693,618	23,983,838	23,655,780	101.4

Source : NSO, Population Projection for Korea, 2001.

Especially, the reasons for the high rate of female as the size of group is smaller, are that the entering period into the society of man is after settling down the military service, about aged, late of 20's typically and as a result of unemployment rate since IMP, males enter the military service early and thereby, females occupy the vacant seats of males, in terms of the size of staffs, budget, and so on.(see Table 4.14)

Table 4.14 Gender Ratio by Age

Age Group	Total	Male	Female	Ratio
Under 25	23	0	23	0.0
26 ~ 30	97	30	67	44
31 ~ 35	121	68	53	128
36 ~ 40	69	45	24	187
Over 41	38	23	15	153

Secondly, the groups of primary area, which suffer from the financial difficulty, can employ the low aged female. As the Table 4.15 shows, 140 of female full time workers below 30 years old receive under 700,000won on average. Thirdly, in case of male, low wage fails to attract male, compared to other jobs.

Table 4.15 Female Average Wage by below 30 Age

(in won)	Mean	N	Std. Deviation
Less than 600,000	2.53	32	1.295
600,001 ~ 800,000	2.16	49	.986
800,001 ~ 1,000,000	2.77	65	.996
1,000,001 ~ 1,200,000	3.29	28	1.013
1,200,001 ~ 1,400,000	3.40	5	.548
1,400,001 ~ 2,000,000	3.67	3	1.155
Total	2.68	182	1.112

It is certain that as the size of member is smaller, and the groups were established before 1987, this analysis can be applied. (see Table 4.16)

Table 4.16 Sex Ratio by Membership Size, Staff Size, Founding Org'

	Total	Regular				Irregular				
		Total	Male	Female	Ratio	Total	Male	Female	Ratio	
Membership Size										
Less than 500	272	238	85	153	55	34	18	16	112	
501 - 1,000	260	228	107	121	88	32	16	16	100	
1,001 - 10,000	650	523	168	355	47	127	55	72	76	
Over 10,001	224	211	101	110	91.8	13	2	11	18.1	
Total	1,406	1,200	461	739	62.3	206	91	115	79.1	
Staff Size										
Less than 6	307	272	133	139	95	35	26	9	288	
7 - 14	143	119	38	81	46	24	7	17	41	
15 - 29	300	269	105	164	64	31	11	20	55	
30 - 55	399	321	124	197	62	78	29	49	59	
Over 56	257	219	61	158	38	38	18	20	90	
Total	1,406	1,200	461	739	62.3	206	91	115	79.1	
Founding Org'										
Before 1987	460	394	107	287	37	66	22	44	50	
After 1987	946	806	354	452	78	140	69	71	97	
Total	1,406	1,200	461	739	62.3	206	91	115	79.1	

In addition, in the Table 4.16, as the size of full time workers in Staff Size, is larger, the rate of female increases. It is judged that it is because of preference of female about NGO. That is, there is no discrimination in NGO, in terms of wage and non monetary reward, and in the comparison of commercial enterprise, its wage is small but it provides staffs with autonomic discretionary right and flexible work environment. Besides, women, who don't need to be charge of a family living cost makes them prefer NGO.

4-2-2-3 Irregular Staff

According to the examination, irregular workers of NGO are 15%. Even though enterprises enlarge the size of part time jobs because of the reduction of management fee and labor flexibility, NGO seems to ignore this kind of social flow¹¹.

Table 4.17 Irregular Staff Structure by local.

	Org' N	Total	Regular	Irregular		
				Total	Male	Female
Seoul	27	528	479	49(9.0)	18	31
Metropolitan City	38	475	358	117(24.0)	53	64
City, County	58	403	363	40(9.0)	20	20
Total	123	1,406	1,200(85.0)	206(15.0)	91	115

In the table 4.17, irregular workers of metropolitan are 24% and Seoul and City and County are low. Especially, the low rate of irregular workers of City and County, which suffer from financial difficulty, is the part to study additionally.

4-2-3. Finance Structure

4-2-3-1 The Present Situation of Financial

According to the examination, total budget of NGO is 43.6 billion won and expenditure is 42.2 billion. The estimated average of budget is 350 billion won, and average expenditure is 34 million won. The least difference between budget and expenditure can represent the poor economic circumstance of NGO.

Table 4.18 The Present Situation of Financial

	Total	in thousand won	
		Budget	Expenditure
Nationwide(n=123)		43,615,300	42,209,395
	- Mean	354,595	343,165
	- Minimum	10,000	10,000
	- Maximum	3,012,000	3,012,000

From the benchmark of total amount, the regional financial size appears under the sequence of Seoul, Metropolitan area, and City and County.(see Table 4.19)

Table 4.19 The Present Situation of Financial by Local

		year, in thousand won	
		Budget	Expenditure
Seoul(n=27)	Total	19,684,300	19,006,300
	- Mean	729,048	703,937
	- Minimum	25,000	21,000
	- Maximum	3,012,000	3,012,000
Metropolitan City(n=38)	Total	13,023,100	12,357,235
	- Mean	342,713	325,190
	- Minimum	15,000	10,900
	- Maximum	2,777,700	2,159,000
City, County(n=58)	Total	10,907,000	10,845,860
	- Mean	188,067	186,997
	- Minimum	10,000	10,000
	- Maximum	1,200,000	1,200,000

There is no big difference in the metropolitan area and City and County, but there is a big difference between Seoul and other locations. From the benchmark of average amount, Seoul is over twice of metropolitan areas, and 4 times of City and County. The big financial difference between NGOs reflects the reality of current situation. Firstly, Seoul secures overwhelming financial resources over other areas in terms of population and citizen's conscious, secondly, the citizen's conscious of Seoul about NGO is higher than that of other areas. Thirdly, it is due to the various resources of main fundraising. In other words, enterprises' group, religious and individual donators are the resources of financial source. I will develop analysis of more substantial financial source continually. The financial differences of NGOs can be analyzed in the regional aspect and the other areas as well. When you see the Table 4.20, as the members and staffs in the membership size and staff size increases, the budget increases at the same time. In the meantime, it appears as the order of Juridical foundation, Association corporation, and Private org and in 'Founding Org' 1987', the groups, which were established before 1987, show overwhelming differences. Legal Status and Private Org can be explained to some extent of system similarly

Table 4.20 The Situation of Financial by Membership Size, Staff Size etc.

	Org' N	Budget	Budget Mean
Membership Size			
Less than 500	60	7,510,300,000	125,171,666
501 - 1,000	30	6,822,000,000	227,400,000
1,001 - 10,000	27	21,351,000,000	790,777,777
10,001 - 30,000	3	1,590,000,000	530,000,000
Over 30,001	3	6,342,000,000	2,114,000,000
Total	123	43,615,300,000	
Staff Size			
Less than 6	81	8,365,700,000	103,280,246
7 - 14	14	4,770,000,000	340,714,285
15 - 29	15	12,008,900,000	860,593,333
30 - 55	10	11,591,700,000	1,159,170,000
Over 56	3	6,879,000,000	2,293,000,000
Total	123	43,615,300,000	
Legal Status			
Juridical foundation	17	13,663,700,000	803,747,058
Association corporation	31	15,834,300,000	510,783,870
Private Org'	75	14,117,300,000	188,230,666
Total	123	43,615,300,000	
Founding Org'			
Before 1987	18	18,352,700,000	1,019,594,444
After 1987	105	25,262,600,000	240,596,190
Total	123	43,615,300,000	

. The common features of these groups are that establishment history is long, and they form the nationwide organization network basis, and in the classification of feature, they are composed of groups, which centers on the service activities as well as advocacy activities. Accordingly, these groups accumulate know how, compared to the those, which were established after 1987 in terms of financial fund, the management of membership, and organization operation, and in the quantity, they are systematized groups as NGOs, which are classified as large scale groups.

4-2-3-2 Financial Earning Structure

This paper examines 7 sides of financial income of NGO. Membership fee is the source of NGO, and it is the indicator, measuring the contribution rate of widespread supporters towards groups. Fundraising and donation are the ways to resolve the financial problem of NGO, and they depend on the fund, and the donation of

individual and persons who have special concern towards the group activities. Project service and Government's Aid receive social support for the performance of task and policies by employing the property, which is possessed by NGO. Especially, business support program, conducted by Central Government and local government's body, belongs to these. We cannot identify Business Benefit as one concept but if we interpret more broadly, it can be identified as a total earnings, obtained by activities of NGOs. it includes support fund, supported by the consulting cases, event relevant profits, and earnings through special event. AD and Publicity belong to a periodical, and commercials, which are published regularly. Others are the income, which doesn't belong to six items above.

Table 4.21 Financial Earning Structure

	Total	Mean	year, in won	
			Org N	Percent
Membership Fee	10,425,199,000	84,757,723	122	24.0
Fund Rising & Donation	7,399,000,000	59,666,666	118	16.9
Project Services	5,929,900,000	48,210,569	79	13.6
Gov' Aid	2,737,900,000	22,259,349	41	6.3
Business Benefit	13,049,500,000	106,093,495	74	30.1
Ad & Publicity	512,000,000	4,162,601	24	1.1
Others	3,271,630,000	26,598,617	81	7.5
Total	43,325,129,000			100.0

Table 4.21 reveals the whole income structure of NGO. First of all, it I investigate the percentage of respective item, the most finances are secured through Business Benefit. The Business benefit is 30.1% and it is over 130,00 million won. The second source of income is the regular or irregular membership fee of supporters. The size of membership fee 24% and it is 10 billion won a year. as the next source of income, collection and support fund are 16.9%, and project service is 13.6%. Especially, whenever the election day comes up, Government aid, which is at issue of political suspicion of NGO, is only 6,5%. So, we cannot deny that the criticism towards NGO as a guardian of government is a political attack of the persons, who are

concerned.

Meanwhile, there are 123 targeted groups as the benchmarks of investigation. Only 41 of them participate in Gov' Aid Program, and it shows that there are not many groups, which participate in Government supporting program. So, it is judged that NGOs don't participate in the government's aid program because they often work against government even though legal measures are provided, and additional study of it is required.

4-2-3-2-1 Financial Earning Structure by Local

In the regional analysis, the income of Seoul depends on membership fee (27.9%), fund-rising and donation(22.1), and Business earnings (41.7), and Government's aid program is only 4.6%.(see table 4.22)

Table 4.22 Financial Earning Structure by Local

		year, in thousand won						
		Membershi p Fee	Fund Rising & Donation	Project Services	Gov' Aid	Business Earning	Ad & Publicit y	Others
Total		10,425,199	7,339,000	5,929,900	2,737,900	13,049,500	512,000	3,271,630
Seoul	N	27	26	19	8	15	7	18
	Mean	203,029	161,188	126,555	33,296	147,611	15,037	41,600
	Total	5,483,500	4,352,100	3,417,000	899,000	3,985,500	406,000	1,123,200
	%	27.9	22.1	17.4	4.6	20.3	2.1	5.1
Metropolitan City	N	37	36	23	15	16	6	24
	Mean	66,847	47,697	40,718	16,065	136,710	947	19,198
	Total	2,540,199	1,812,500	1,547,300	610,500	5,195,000	36,000	729,530
	%	20.4	14.5	12.4	4.9	41.7	0.3	5.8
City & County	N	58	56	37	18	43	11	39
	Mean	41,405	20,248	16,648	21,179	66,706	1,206	24,463
	Total	2,401,500	1,174,400	965,600	1,228,400	3,869,000	70,000	1,418,900
	%	21.6	10.6	9.0	11.0	35.0	0.6	13.0

In the metropolitan areas, it appears as the order of Business profit (41.7), membership fee(20.4), and fund-rising and donation(14.5). The government's aid program is only 4.9% like Seoul. In the City and County, it appears as business profit

(35.0), membership fee (21.6), and Government's aid program(11.0). The feature of analysis according to the areas, is that the order of primary income source of NGO is membership fee in Seoul and Business profit in the metropolitan and primary areas. In addition, we can find that the government's support program of Seoul is only 4.6%, but in the metropolitan and primary areas, its dependency is getting higher and higher. It is because of copious manpower and financial resources in Seoul, and it reflects the poor regional economic basis, and the lack of recognition about NGO and donation culture in metropolitan and primary areas.(Table 4.23) In the structure of regional income, the membership fee of a person in Seoul is low, and the membership fee of Primary areas is three times of Seoul. It reveals that the financial income resources of Primary areas is so limited that they depend on the membership fee.

Table 4.23 Per Membership and Membership Fee Rate by Local

	Org' N	Membership N	Membership Fee	year, in won Membership Fee / Membership N
Seoul	27	245,510	5,483,500,000	22,335
Metropolitan City	38	63,042	2,540,199,000	40,293
City & County	58	30,621	2,401,500,000	78,426

4-2-3-2-2 The analysis according to the establishment year

The structure of financial income shows big difference when we set up the standard as 1987. First of all, Business benefit of the groups, which were established before 1987, is over half of whole income by 55,0%. The membership fee is only 13.2%. On the other hand, in the groups, which were established before 1987, the membership fee is the 32.1% of income, and Business Benefit is only 11.6%. It means that the established groups before 1987, reaches the level of financial stability. That is, as a result of analyzing these groups, the financial stability is caused by group reputation, widespread manpower, accumulated organization management technique,

the structure of various benefit business (the management of child, welfare facilities, and rental business) and the factors of buildings. Because of these factors, they have a income structure, in which the weight of membership fee is not high. However, because after 1987, these groups except some groups, are composed of small members and full time workers, and limited resources of income, the dependency of membership becomes high.

Table 4.24 Financial Earning Structure by Founding Organization

		year, in thousand won						
		Membershi p Fee	Fund Rising & Donation	Project Services	Gov' Aid	Business Benefit	Ad & Publicity	Others
Total		10,425,199	7,339,000	5,929,900	2,737,900	13,049,500	512,000	3,271,630
Before 1987	N	17	17	12	9	16	5	14
	Mean	135,277	81,972	100,083	48,277	564,555	10,666	83,972
	Total	2,435,000	1,475,500	1,801,500	869,000	10,162,000	192,000	1,511,500
	percent	13.2	7.9	9.7	4.7	55	1.0	8.1
After 1987	N	105	104	67	32	58	19	67
	Mean	76,097	55,842	39,318	17,799	27,500	3,047	16,763
	Total	7,990,199	5,863,500	4,128,400	1,868,900	2,887,500	320,000	1,760,130
	Percent	32.1	23.6	16.6	7.5	11.6	1.2	7.0

4-2-3-3 Membership Fee Rate by Per Membership

According to the examination, the annual membership fee of NGO member is 30,737. It is the value of dividing the total income into the total members in the budget of 123 groups. From the table 4.25, you can see that total members are 340000, and the total membership fee is 10.000 million won.

Table 4.25 Membership Fee Rate by Per Membership

			year, in won
Org' Number	Membership N	Membership Fee	Membership Fee / Membership N
123	339,173	10,425,199,000	30,737

During that time, NGOs have achieved outcome of social change through various

activities but they have ignored the inside problems. The representative problem of this is the number of members in quantity, and the proportion of membership fee in quality. In fact, the biggest growth industry of Korea was NGO for last ten years. But, ironically, the most important issue of NGO is the citizen's movement without citizen. The expression "Citizen's movement without citizen" is raised inside of NGO retrospectively in order to transfer NGO into the activities, which comprehend more citizens. However, conservative mass media and the persons who are inspected by NGO use this expression to evaluate NGO negatively.

4-2-3-4 Staff labor costs

In the Table 4.26, we can see that the labour cost of a full time worker is 1,026,000 won. I calculate total amount with currency wage and labour cost without currency. However, in this, because I exclude the collection cost of staffs and costs, offered specially by the group, if I add them, the total labour cost will increase.

Table 4.26 Labour Cost Per Regular Staff

	Total labour cost	Cash ^a earnings	Labour cost other than cash earnings				
			Total	Cost of encourage ^b	Cost of obligatory welfare service ^c	Cost of severance pay ^d	cost of education vocational training ^e
Year	12,326	10,732	1,594	448	807	205	134
Month	1,026	894	132	37	67	17	11
percent	100.0	87.1	12.8	3.6	6.5	1.6	1.0

* Valid 121, missing 2

a. The Wage payment total amount / Regular Staff

b. The payment total amount of encouragement / Regular Staff

c. The insurance premium payment total amount / Regular Staff

d. The retirement allowance payment total amount / Regular Staff

e. The educational training cost total amount / Regular Staff

On the other hand, in comparison of total labour cost of Korean enterprises, the labour cost of NGO is about 38%. It proves that the full time workers of NGO are in a

condition of low cost employment environment. Especially, Cash earnings are 50%, and Labour cost other than cash earnings is 16%. Besides, because Cash earnings occupies 87%, it reveals the high dependency on the wage in comparison with enterprise, 69%.

Table 4.27 Labor Costs Comparative Enterprise and NGO

	in 1,000 won, month, %		
	Total labour cost	Cash earnings	Labour cost other than cash earnings
Enterprise	2,661(100.0)	1,840(69.2%)	820(30.8%)
NGO	1,026(100.0)	894(87.0%)	132(23.0%)
Mean	38%	48%	16%

4-2-4. Wages and Non-Wage Benefit

This section will investigate the wages and non wage benefit, which are paid as a reward of labour by this organization. General enterprises have various reward systems towards labourers but these systems are not developed in NGO. As a whole, it is judged that currency wage, offered by groups are regarded as a real income. In this, I analyze 5 particulars such as wage, allowance, bonus, social insurance, and retirement allowance.

4-2-4-1 Wage

I investigate that the first wage of new workers and average wage of regular workers in the wage of regular workers. First of all, according to the investigation, the wage of new regular workers is 6803000 won. The wage of Seoul is 818.000 won, the wage of metropolitan areas is 669.000 won, and it is 630,000 in the City and County. We can sense that the monthly wage is getting low, when we go down to the local areas.(see Table 4.28)

Table 4.28 Starting Wage by Regular Staff

	Org' N	Starting Salary ^a -Regular- (A)
Nationwide	123	683,252
Seoul	27	818,148
Metropolitan City	38	669,473
City, County	58	629,482

a. Total amount according to the groups/ the number of groups

Next, the average monthly wage of NGO regular full time workers is 896,000 won, as I classify according to the areas, it is 872,000 won in Seoul, 947,000 won in the metropolitan areas, and 888,000 won in the City and County. It is characteristic that the wage of regular staffs appears under the sequence of metropolitan areas, City and County, and Seoul. (see Table 4.29) The wage differential between new regular workers and regular staff is that Seoul is 54,000 won, Metropolitan area is 278,000 won, and City and County is 259,000 won. It shows the distinctive wage differential in metropolitan and City and County.

Table 4.29 Wage Comparison by New Staff and Staff

	Org' N	Starting Wage ^a -Regular- (A)	Staff	
			Average Wage ^b -Monthly-(B)	B-A
Nationwide	123	683,252	896,559	213,307
Seoul	27	818,148	872,178	540,30
Metropolitan City	38	669,473	947,984	278,511
City & County	58	629,482	888,586	259,104

a. Total amount of group/ the number of group

b. (total payment/ recipient)/12

The feature of wage for NGO staffs is that firstly, the wage of regular staffs and new staffs has the structure of 40% low income in comparison with other occupational group. The average income of computation industry, publicized by National Statistical Office, is 1,824,826 under the standard of 2001. It appears that its wage differential with NGO staffs is 40%. Especially, the gap of Finance

intermediation and Insurance is 33 % and it shows the low wage structure of NGO staffs¹². Secondly, the wage differential between new workers and regular full time workers is 210,000 won a month, and its gap is formed narrowly, and especially, It is 54,000 won in Seoul. It is judged that the narrow wage differential results from the wage rise through transferring the employment way, from introduction of groups to public employment since IMF. Thirdly, the reason for the least wage differential between Seoul and local areas is that the reward apart from wage is high in Seoul even though wage is small.

Table 4.30 Per Staff by Allowance and the Insurance Total Amount

	Staff N	Allowance		Insurance	
		Total Money	per Staff	Total Money	per Staff
Seoul	479	228,720,000	477,000	359,900,000	751,000
City, County	363	166,540	458,000	241,940,000	666,000

Under the standard of group expenditure, the wage rate of staffs is 27.9% in Seoul, 27.7% in metropolitan area, and 38.1% in City and County. Labor costs in City the County shows high level, that is, it is 30% in nationwide.(Table4.31)

Table 4.31 Total Expenditure vs Wages Amount Paid Rate

	Org' N	Total Expenditure(A)	Total Payment(B)	in year, won
				B/A(%)
Seoul	27	19,006,300,000	5,316,800,000	27.9
Metropolitan city	38	12,357,235,000	3,424,120,000	27.7
City, County	58	10,845,860,000	4,137,260,000	38.1
Mean/Total	123	42,209,395,000	12,878,180,000	30.5

On the other hand, if you see Table 4.32, the wage of staffs; regular new staffs and regular staffs in the aspect of budget scale, tends to increase, but It shows no relevance between budget and wage. There is a distinctive difference between the first wage of new regular staffs and regular staffs in the aspect of 'Founding Org'. That is, the groups, which were established before 1987 pay about 125,000 won more to the regular staffs, and about 255,000 won more to the regular staffs.

Table 4.32 Wage by Budget Size and Founding Org'

in won	Org' N	Starting Salary -Regular- (A)	Staff	
			Average Salary Monthly-(B)	B-A
Budget Size				
Less than 50,000,000	21	541,428	799,702	258,274
50,000,001-100,000,000	25	666,000	768,157	102,157
100,000,001-200,000,000	37	667,567	807,359	139,792
200,000,001-500,000,000	14	763,571	930,671	167,100
500,000,001-1,000,000,000	16	763,125	894,082	130,957
Over 1,000,000,001	10	842,000	964,405	122,405
Mean/Total	123	707,281	860,729	153,448
Founding Org'				
before 1987	18	790,000	1,077,166	287,166
after 1987	105	664,952	821,928	156,976
Before-After a Margin		125,048	255,238	

4-2-4-2 Allowance

Allowance has three functions. One is to supplement insufficient basic wages, another is to coordinate the disproportionate wage between workers, and last function is to minimize the costs by regulating the rise of basic wages through allowance for the calculation of retirement fund and other costs.

In the Table 4.33, the NGO groups pay 1.41 unit allowances on average, commonly they prefer the family allowance and duty's allowance. Especially, in Seoul, groups enforce wage appropriation policy to complement low wage with allowance or insurance.

Table 4.33 Per Staff Allowance Payment Amount

in won							
	N	Allowance Mean	Total Payment	Org'		Total Staff	Per Staff
				Receiver	Receiver Mean N		
Nationwide	123	1.41	647,020,000	799	7.60	1,200	539,183
Seoul	27	1.9	228,720,000	317	11.7	479	477,494
Metropolitan city	38	1.6	251,760,000	287	7.5	358	703,240
City, County	58	1.2	166,540,000	195	3.6	363	458,787

The annual allowance payment of a full timer is 539,000 won, and the numbers of recipients in a group are 7.6 persons. Classifying the areas, Average recipients of a group in Seoul are 11.7 persons, and the allowance of a full timer is 480,000 won. In the metropolitan areas, average recipients of a group are 7.5 persons and the allowance amount of a person is 700,000 won, and in the primary areas, the recipients of a group are 3.6 persons and 450,000 in allowance.

4-2-4-3 Bonus

Generally, there are various views about allowance in the enterprises. It can be seen as a reward of achievement as well as a part of wage. In case of NGO, it is certain that allowance is a part of wage. On the account that the wage itself is low, and the life condition can be poor without allowance, it has the characteristics of a reward. There is no regular reward standard and the payment of allowance is performed as a form of lump sum in NGO. Even though there is a regular payment standard, it is performed properly. Under the standard of wage of 69 NGO groups, the allowance of a full time worker is 110,000 won and it is 98% of a wage. Especially, the payment standard is basic wage for 38 groups, and total amount for 9 groups, and the other groups have another standard. According to the examination, 55% of NGOs have the allowance system and even the reward amount is very small. Accordingly, I can reason that the bonus has the lump sum feature under the group's circumstance.

Table 4.34 Per Staff Bonus Payment Amount by Nationwide

Execution	Basis			Mean (%)	Receiver	year, in thousand won	
	Basic Pay	Total wage	Other			Per Receiver	Per total Staff
69	38	19	12	98.7	818	1,632	1,113

The payment amount of as the members and full timers are small, the allowance system is enforced. We can see that it has the characteristics to complement the low wage.

Table 4.35 Per Staff Bonus Payment by Local, Membership, Staff Size

	Org' N	Executi on	Basis			Mean (%)	Receipte r	Per Receiver	Per Total Staff
			Basic Pay	Total wage	Other				
in won									
Membership Size									
Less than 500	60	31	16	9	6	77	173	1,320,809	960,084
501-1,000	30	18	11	3	2	92	113	1,261,858	625,394
1,001-10,000	27	18	10	6	2	166	439	2,110,911	1,771,873
10,001-30,000	3	1	0	1	0	66	53	377,358	322,580
Over 30,001	3	1	1	0	0	16	40	450,000	120,805
Staff Size									
Less than 6	81	39	20	9	10	58	146	869,589	466,764
7 - 14	14	12	7	5	0	173	111	1,526,396	1,423,781
15 - 29	15	9	4	4	1	156	164	1,744,024	1,063,271
30 - 55	10	7	5	1	1	160	264	1,130,189	929,501
Over 56	3	2	2	0	0	333	133	3,21,052	2,077,625

4-2-4-4 Legal Insurance

In this part, I investigate 4 insurances. The 4 legal insurances are health, unemployment, industrial disaster insurance, and national pension. The 74% of NGOs have over one insurance; health insurance 54%, unemployment insurance 73%, industrial insurance, 69% and national pension 54%.(see Table 4.36) Especially, high rate of unemployment insurance (73%) is seen as a preparation for the unemployment, in accordance of unemployment rate since IMF. According to the investigation, the insurance total amount of a full time worker in 2002 is 807,000 won. However, because of obligation to join the legal insurances in 2003, financial burden of small groups will be likely to be aggravated.

Table 4.36 Per Staff Insurance Payment Amount by Nationwide

Org' N	Execution	class				Total Staff	Per Staff (in won)
		Health	Unemployment	Industrial Disaster	National Pension		
123	92 74.0	67 54.0	91 73.0	86 69.0	65 54.0	1,200	807,300

Seeing the rate of joining according to the areas, Seoul is 74%, Metropolitan areas are 81%, and counties are 68%. The total insurance amounts of staffs are Seoul, 750,000 won, metropolitan areas, 1000,000 won, and city and counties, 670,000 won.(see Table 4.37) On the whole, NGOs join the unemployment insurance and industrial disaster insurance and they use these insurances for the preparation of unemployment. In the analysis of size of full time workers, as the size is small, the rate of joining becomes high. Like the analysis of areas, staffs intensely join in the unemployment and industrial disaster insurances.

Table 4.37 Per Staff Insurance Payment Amount by Local and Staff Size

	Org' N	Execution	class				Total Staff	Per Staff (in won)
			Health	Unemployment	Industrial Disaster	National Pension		
District								
Seoul	27	21	20	21	21	20	479	751,356
Metropolitan city	38	31	20	30	27	20	358	1,024,916
City, County	58	40	27	40	38	25	363	666,501
Staff Size								
Less than 6	81	52	28	51	47	27	272	307,573
7-14	14	13	12	13	13	12	119	443,277
15-29	15	15	15	15	14	14	269	1,225,799
30-55	10	9	9	9	9	9	321	744,890
Over 56	3	3	3	3	3	3	219	1,203,196

4-2-4-5 Retirement Allowance

The retirement allowance has the feature of deferred payment of wage, and life security after retirement, which hold the reward of long-term work and part of wage.

On the account that it is difficult for NGO to save money with a low wage, it has the strong characteristics of life security.

The enforcement of retirement allowance is only 23% of groups. the counties, which are weak in the financial aspect, has the high rate of joining, but the payment amount is only 120,000 won. In the size of full time workers, it is enforced in the small groups, and recipient amount of a person is 140,000 won.

Table 4.38 Per Staff Retirement Allowance Payment Amount.

	Org' N	Execution		Receiver	Total Staff	Per Total Staff (in won)
		Yes	No			
District						
Seoul	27	7	20	28	479	161,085
Metropolitan city	38	9	29	64	358	345,949
City, County	58	12	46	82	363	123,858
Mean/Total	123	28	95	174	1,200	204,975
Staff Size						
Less than 6	81	14	67	36	272	149,340
7 - 14	14	5	9	36	119	282,689
15 - 29	15	7	8	61	269	279,554
30 - 55	10	1	9	6	321	294,423
Over 56	3	1	3	35	219	57,142,857

4-2-5. The Employment Management

In this section, I analyze the employment Management of NGO through classifying 6 items. Because there is no established study about employment management of NGO human resources until now, I selected 6 items as a basic study, on the basis of study experience. I will analyze about how to select full time workers in Staff Recruit channel, how long takes in the promotion of full timers, how to decide the wage in the Standard of Wage, what are the conditions of contract labor in the beginning of work, and the realization of working five days.

4-2-5-1 Staff Recruit Channel

The employment of human resources is to select the most qualified person outside of organization. The selection of human resources is not a simple decision of employment, but a part of management in human resources of an organization. The investigation of this part is confined to the employment method and the most preferred methods are mentioned first. The investigation items, suggested by this section, are Open Recruitment, Insider Introduction of an Organization, and Advanced employment (Volunteer, Intern etc).

Table 4.39 shows that the preferred method to select staff is Open Recruitment. During that time, insider introduction of an organization, and advanced employment (Volunteer, Intern etc) were preferred in the employment of NGO human resources. They were the effective selection method, which could find the qualified person by using the manpower pool of an organization, and these methods didn't need to have the proving procedures. However, since IMF, the social flow, which emphasizes the economy, the contribution of NGO to the social development lose its attraction. Accordingly, the employment of human resources of NGO transfers from Inside Introduction of an Organization, and Advanced Employment (Volunteer, Intern etc) into the Open Recruitment.

Table 4.39 Staff Recruit Channel(The Priority Order)

	Open Recruitment	Insider Introduction of an Organization	Advance Employment (Volunteer, Intern etc.)	Org' N
1 Order	57(46.3)	41(33.3)	25(20.3)	123
2 Order	34(27.6)	41(33.3)	40(32.5)	119
3 Order	28(22.8)	40(32.5)	50(40.7)	118
Total	119	122	115	

Analyzing the selection method of staffs according to the areas, Open Recruitment is the first, Open Recruitment and Insider Introduction of an organization

is the second, and Advanced Employment (Volunteer, Intern etc) is the third in Seoul and metropolitan areas. However, in the counties, Open Recruitment and Insider Introduction of an organization are the first, and Advanced Employment was second and third (Volunteer, Intern etc).

This investigation shows that Open Recruitment is clearly settled down as a selection method of full time workers in Seoul and metropolitan areas. On the other hand, because of the lack of finances and manpower, the city and counties is likely to use three methods actively at the same time.

Table 4.40 Staff Recruit Channel by Local(The Priority Order)

		Open Recruitment	Insider Introduction of an Organization	Advance Employment (Volunteer, Intern etc.)	Total
Seoul (N=27)	1 order	16	6	5	27
	2 order	9	9	8	26
	3 order	1	11	13	25
Metropolitan City (N=38)	1 order	17	11	10	38
	2 order	10	14	13	37
	3 order	10	13	14	37
City, County (N=58)	1 order	24	24	10	58
	2 order	15	18	23	56
	3 order	17	16	23	56

When you see the Table 4.41, you can see the distinctive modernization tendency of full timers' employment. The groups under 6 full-timers use Open Recruitment and Insider Introduction of an organization and the others prefer Open Recruitment.

It is shown that Open recruitment is the most preferred in the part of 'Legal Status and Founding Org'.

Table 4.41 Staff Recruit Channel by Staff Size, Legal Status, Founding Org'(The Priority Order)

	Open Recruitment	Insider Introduction of an Organization (Volunteer, Intern etc.)	Advance Employment	Total
Staff Size				
Less than 6(81)	33	35	13	81
7-14(14)	8	4	2	14
15-29(15)	9	0	6	15
Over 30(13)	7	2	4	13
Total(N=123)	114	81	52	124
Legal Status				
Juridical foundation(17)	10	2	5	17
Association corporation(31)	15	7	9	31
Private Org'(75)	32	32	11	75
Total(N=123)	57	41	25	0
Founding Org'				
Before 1987 (18)	10	1	7	18
After 1987 (105)	47	40	18	105
Total(N=123)	57	41	25	

4-2-5-2 Promotion Period

The promotion is recognized as a status of social relations with wage in the organization life. The promotion of an organization accompanies the strength of responsibility and authority, the enlargement of business duty, and wage rise. These are applied to NGO as well. If the position is higher, the wage goes up and authority is strengthened. Besides, The representativeness and negotiation ability of a person, who get promotion are admitted. The study of this section is confined to the promotion period, and it investigates 2 stage process; one is from general-staff to the mid-staff, and the other is from mid-staff to the manager. According to the investigation, the promotion period from general-staff to the mid-staff is 34,7 months, about 2 years and 8 months. Seoul is 37 months, Metropolitan area is 40 months, and County is 26 months. Among three areas, County has the shortest promotion period. The promotion period of Seoul and Metropolitan areas is a little longer than counties

because the size of organization is comparatively big. The promotion period from mid-staff to the manager is 47 months, and 57 months in Seoul and Metropolitan areas respectively, and it is 43 months in counties. Accordingly, we can see that the period from new staff to the manger is 5 year and 7 months in Counties, next, 7 years 2 months in Seoul, and 8 years 2 months in Metropolitan areas.

Table 4.42 Promotion Period by local and Staff Size with Legal Status, Founding Org'

	New Member -> Mid-Staff		Mid-Staff -> Manager		New Member-> Manager (year)
	month	year	month	year	
District					
Seoul(27)	37.3	3.1	50	4.1	7.2
Metropolitan city(38)	40.8	3.4	57.7	4.8	8.2
City, County(58)	26.2	2.1	43.5	3.6	5.7
Mean/Total(N=123)	34.77	2.87	50.40	4.17	7.03
Staff Size					
Less than 6(81)	23	1.9	36.54	3.0	4.9
7-14(14)	46.2	3.8	62.7	5.2	9.0
15-29(15)	47.9	3.9	68.5	5.7	9.6
30-55(10)	57	4.7	68.4	5.7	10.4
Over 56(3)	92	7.6	182	15.1	22.7
Mean/Total(N=123)	53.22	4.38	83.63	6.94	11.32
Legal Status					
Juridical foundation(17)	57.4	4.7	72	6.0	10.7
Association corporation(31)	32.8	2.7	52.3	4.3	7
Private Org'(75)	27.8	2.3	43.3	3.6	5.9
Mean/Total(N=123)	39.33	3.23	55.87	4.63	7.87
Founding Org'					
Before 1987 (18)	65.6	5.4	86.6	7.2	12.6
After 1987 (105)	27.6	2.3	43.2	3.6	5.9
total	46.60	3.85	64.90	5.40	9.25

In the staff size, as the full timers increase, the promotion period increases, and in the Legal Status, as the group is not a legal organization, the period becomes shorter.(see Table 4.42) In Founding Org, the promotion of groups, which were established before 1987 is 12 years 6 months from a new staff to the manager and two times longer than those of groups, which were established after 1987. It shows that the groups, established before 1987 is are stable.

4-2-5-3 Wage Decision Basis

Wage is one of the key policies in the organization operation. Generally, the factors, which are important in the wage decision, are social levels of wage, that is, social balance, the tendency of a living cost, the payment ability of enterprise, and the relation between supply and demand (market price).

NGO has unique wage decision policy. Firstly, it decides the wage increase of the current year, relevant to the payment ability, and secures the finances. Secondly, it chooses the seniority wage system, which considers age and years of work. In this, under the standard of high school graduation year, salary class is allotted, and the length of work is calculated according to the year and from the second year of work, the service period is allotted. Thirdly, it is the wage decision, related to the allowance. The promotion is decided on the basis of age and service period, and duty allowance differentiates the wage. That is, if there is no problem in work, the promotion is automatically processed, and wage increases. Fourthly, there is a balance with other organizations. Accordingly, the seniority wage system, the principle of equity, and balance with other groups belong to the NGO wage policy. Generally, it excludes the competence oriented policy, which is applied to other enterprises. In this, I investigate the preferred order in the NGO wage decision. Firstly, Age as a basic element, is the basis of salary step decision, and the measurement of wage differential between male and female, wage differential according to the educational background in scholarship level, cost for the additional living support apart from wage in family number are considered investigation. I examine that Business Characteristic Career as a duty relevant factor, measures the procession degree of wage according to the ability, and NGO Career considers factors, relevant to the organization activity and educational training after employment. Lastly, other NGO Comparison and other Company

Comparison are needed to compare in the wage decision.

Table 4.43 Wage Decision Basis

	Age	Male and Female	Scholarship Level	Business Characteristic Career	Family Number	other NGO Comparison	Other Company Comparison	NGO Career	Select Total
1 order	28	1	3	26	4	15	0	40	117
2 order	13	0	4	41	7	10	2	31	108
3 order	17	0	6	13	30	13	1	20	100
4 order	11	1	6	6	26	15	6	8	79
5 order	5	3	10	7	9	13	9	5	61
6 order	7	12	13	2	6	7	8	0	55
7 order	6	16	11	1	5	2	10	0	51
8 order	1	20	6	0	2	1	18	2	50
Total	88	53	59	96	89	76	54	106	

It is investigated that NGO Career, Business Characteristic Career, Age, and Family Number have influence on the wage decision greatly. Age, and family number are the important factors and Male and Female, and Scholarship level are not significant factors in the wage decision. In the aspect of duty ability, NGO Career, and Business Characteristic Career are in a higher rank. It is seen that NGO Career can be employed in the duty and considers organizational burden in Educational training and Business Characteristic Career shows practical tendency, looking for the talented in the specialized flow. The high ranking of other NGO Comparison compared to other groups reveals that implicit guideline of wage policy between NGOs is formed.

4-2-5-4 Contract Labor

Contract labor means the contract that laborers offer their labor and user pays wage (The labor standard law article 17) In this, user means the employer or representative director, and laborers should be a person who wants to offer labor.

In this study, I investigate employment rule as well as labor contract and I want to investigate how NGO presents the guideline about responsibility, duty and authority of organizational activity in the appointment of new staff. Moreover, I want to show the employment relationship whether staff can just submit identification ID or do oral contract and employment is traditional relation or modernized relation, which concludes contract.

According to investigation, only 22% of NGOs do the employment contract. Classifying the districts Seoul is the first by 33%, the second is metropolitan area, and the third is county.(see Table 4.44) In the budget size, as budget is sufficient, the groups tend to do labor contract. the percentage of labor contract is higher in Legal Status (39% on average) and groups, which were established before 1987 (61%) Accordingly, it is judged that the institutionalized groups introduce systematized organization management method.

Table 4.44 Contract Labor by District, Budget Size, Legal Status, Founding Org'

District	Org' N	Execution		Execution Rate
		Yes	No	
Seoul	27	9	18	33.3
Metropolitan city	38	7	31	18.4
City, County	58	12	46	20.6
Mean/Total	123	28	95	22.7
Budget Size in thousand won				
Less than 50,000	21	2	19	9.5
50,000~100,000	25	4	21	16.0
100,000~200,000	37	4	33	10.8
200,000~500,000	14	6	8	42.8
500,000~1,000,000	16	7	9	43.7
Over 1,000,000	10	5	5	50.0
Mean/Total	123	28	95	22.7
Legal Status				
Juridical foundation	17	7	10	41.1
Association corporation	31	12	19	38.7
Private Org'	75	9	66	12.0
Mean/Total	123	28	95	22.7
Founding Org'				
Before 1987	18	11	7	61.1
After 1987	105	17	88	19.3
Mean/Total	123	28	95	22.7

4-2-5-5 Working Five-Day

In working five-day, the labor hour a week is 40 hours and it means 8 hours working in five days during a week. We call 40 hours labor "Working five days". It makes us have the time for the investment of self development, leisure and entertainment, and family communion. This paper investigate not only 'Working five days' but also 'holiday every two weeks'.

In the NGO, 70.3% of Seoul, 57% of metropolitan area, 48% counties carry out "Working five-day". In the Staff size, it is enforced by 56~60% in the groups under 30 full timers, but the enforcement rate is low in the groups, over 30 full timers. In the analysis of Founding Org, the groups, which were established after 1987 show the high rate of enforcement.

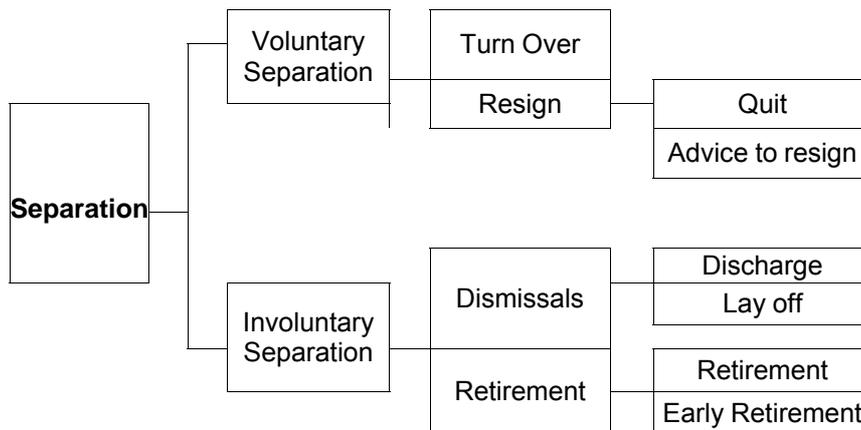
Table 4.45 Working Five Day by local and Staff Size, Founding Org'

	Org' N	Execution		Execution Rate (%)
		Yes	No	
District				
Seoul	27	19	8	70.3
Metropolitan City	38	22	16	57.8
City, County	58	28	30	48.2
Mean/Total	123	69	54	56.0
Staff Size				
Less than 6	81	46	35	56.7
7 - 14	14	8	6	57.1
15 - 29	15	9	6	60
30 - 55	10	5	5	50
Over 56	3	1	2	33.3
Mean/Total	123	69	54	56.0
Founding Org'				
Before 1987	18	7	11	38.8
After 1987	105	62	43	59
Mean/Total	123	69	54	56.0

4-2-6. Turnover and Employment

Generally, the transference of human resources includes school-to school, work-to-work, work-to school process, and labor mobility (area, type of occupation, industry, and transference of type of occupation) and labor turn over (Entering into the job and leaving the job from the perspective of enterprise).

Figure 4.1 Type of Turnover



Source : Yoo, Ki-Hyun. Theory of Human Resource. Muyokkyongyoungsa, Seoul, 1999, pp386.

Turn over means that organizer leaves job temporary or permanently because of the completion of employment. Accordingly, this section will analyze turnover rate of a year around leaving job, and the number of new employment rate of a year.

4-2-6-1 Turnover Rate(2001~2002)

From the macroscopic perspective, turnover is the effect of position improvement and employment increase. The manpower moves from the low wage part to the high wage part. That is, it can be a motive to arrange manpower effectively. However, if the transference rate is high, the labor market becomes extremely unstable and shows high unemployment rate. In addition, from the organization's perspective, in case of the turnover of unnecessary manpower, it offers chance to replace manpower but it can be a loss of resources in case of turnover of necessary manpower.

From the personal perspective, it can be a chance for the high wage and individual development. However, from the perspective of personal development, it can lead the difficulty of technology accumulation, loss of appointment right, and consumption of

unemployment cost. On the other hand, it can be a chance to get promotion and transfer to the place, suited for their aptitude from the perspective of remaining people. But the drop in outcome because of the work, undertaken from the leaving staff, and entrance of outside staff can cause the complain of turnover. Leaving job in NGO means the complete end of employment relationship with organization. It is because NGO doesn't have another appealing factor. The nationwide analysis about the NGO leaving shows 18.0% in 2001, 24.2% in 2002.(see Table 4.46) In consideration of 2.4 % average leaving rate of Korean industry, it shows 10times higher leaving rate, and compared to 2001, and 2002, it tends to increase.

Table 4.46 Turnover Rate by Nationwide and Local(2001~2002)

	Total Staff	2001(a)		2002(b)		Total(b-a)		
		Na	%b	N	%	N	%	
Nationwide	Total	1,200	217	18.0	291	24.2	74	6.2
	Male	461	66	14.3	110	23.8	44	9.5
	Female	739	151	20.4	181	24.4	30	4.0
Seoul	Total	479	74	15.4	121	25.2	47	9.8
	Man	218	36	16.5	53	24.3	17	7.8
	Female	261	38	14.5	68	26.0	30	11.5
Metropolitan City	Total	358	51	14.2	77	21.5	26	7.3
	Man	130	17	13.0	33	25.3	16	12.3
	Female	228	34	14.9	44	19.2	10	4.3
City, County	Total	363	92	25.3	93	25.6	- 1	0.3
	Man	113	13	11.5	24	21.2	11	9.7
	Female	250	79	31.6	69	27.6	- 10	- 4.0

a. turnover Staff number

b. Leaving rate=(Total leaving staffs/ total full timers) x 100

If you analyze the turnover rate of areas in the Table 4.46, the turnover rate in Seoul and metropolitan areas tends to increase in the whole or gender. However, in the counties, the turnover rate is lower than that of Seoul and metropolitan areas by 0.3%, and for male, it increases by 9.7 but for female, it decrease by -4.0.

Table 4.47 Turnover Rate by Staff Size and Organization structure (2001~2002)

	2001(A)					2002(B)					TOTAL(B-A)				
	Org	total	M	F	% ^a	Org	total	M	F	% ^a	Org	Total	M	F	%
Staff Size															
Less than 6	48	105	27	78	38.6	58	100	46	54	36.7	10	-5	19	-24	-1.9
7 - 14	11	30	9	21	25.2	13	35	5	30	29.4	2	5	-4	9	4.2
15 - 29	11	30	10	20	11.1	14	49	18	31	18.2	3	19	8	11	7.1
30 - 55	7	43	19	24	13.3	9	75	35	40	23.3	2	32	16	16	10.0
Over 56	2	9	1	8	4.1	3	32	6	26	14.6	1	23	5	18	10.5
Mean/Total	79	217	66	151	18.4	97	291	110	181	24.4	18	74	44	30	6.36
Organization Type															
Independent	32	96	29	67	32.1	38	97	49	48	32.4	6	1	20	-19	0.3
Federation-Nation, Local	9	38	16	22	11.3	13	69	25	44	20.5	4	31	9	22	9.2
Branch-Nation, Local	38	83	21	62	14.6	46	125	36	89	22.0	8	42	15	27	7.4
Mean/Total	79	217	66	151	19.3	97	291	110	181	24.9	18	74	44	30	5.63

a. (The number of the persons who are leaving job/ the number of regular full timers in 2002)X100

Table 4.47 shows that the turnover rate of groups, under 6 full timers is 36~38% in the analysis of staff size and it represents high rate and it is a little low compared to 2001 and 2002. In the analysis of organization structure, the turnover rate of the whole rises up and in the independent Org', it is high. Especially, as a result of comparison with 2001 and 2002, it shows the highest change rate as 9.2 % in the Federation Org' (Nation, Local).

To sum up, leaving rate tends to increase as a whole, and it increases in Seoul and Metropolitan areas by 7~9%, and staffs show the 36~38% turnover rate in the group, under 6 full timers. Lastly, in the organization type, Federation Org'(Nation,

Local) it appears rapid increase rate by 9.2%.

4-2-6-2 New Staff Employment

The employment of new staff is the strategic process to secure the qualified staff, supplement of manpower, and the enlargement of manpower, followed by business expansion. In this, I will analyze only the new staff employment rate. In the analysis of areas, the metropolitan area shows the highest rate by 11.8%. Male of Seoul is 7.4%, male of metropolitan area is 16.1%, in the city and counties, female shows the highest rate, 7.2%.

Table 4.48 New Staff Employment Rate(2001~2002)

	Total Staff	2001(A)		2002(B)		TOTAL(B-A)		
		N ^a	% ^b	N	%	N	%	
Nationwide	Total	1200	232	19.3	316	26.3	84	7.0
	Male	461	80	17.3	123	26.6	43	9.3
	Female	739	152	20.5	193	26.1	41	5.6
Seoul	Total	479	113	23.5	131	27.3	18	3.8
	Man	218	44	20.1	60	27.5	16	7.4
	Female	261	69	26.4	71	27.2	2	0.8
Metropolitan city	Total	358	49	13.6	91	25.4	42	11.8
	Man	130	19	14.6	40	30.7	21	16.1
	Female	228	30	13.1	51	22.3	21	9.2
City, County	Total	363	70	19.2	94	25.8	24	6.6
	Man	113	17	15.0	23	20.3	6	5.3
	Female	250	53	21.2	71	28.4	18	7.2

a. Staff (NEW) the number of regular staff

b. Employment rate=(total new staffs/total full timers)x 100

On the other hand, in the analysis of organization type, Federation Org' and Branch Org' shows increase by 10%, but it rather decreases in the Independent Org. In 2001, 87 staffs were employed but in 2002, it showed the reduction of employment rate by employing 77 staffs.

Table 4.49 New Staff Employment Rate by Organization Type (2001~2002)

	2001(A)				2002(B)				TOTAL(B-A)						
	Org' total	M	F	% ^a	Org' total	M	F	% ^a	Org' Total	M	F	%			
Independent(46)	29	87	30	57	29.0	33	77	38	39	25.7	4	-10	8	-18	-3.3
Federation-Nation,Local(17)	9	60	24	36	17.9	15	93	39	54	27.7	6	33	15	18	9.8
Branch-Nation,Local(60)	39	85	26	59	15.0	51	146	46	100	25.7	12	61	20	41	10.7
Mean/Total(N=123)	77	232	80	152	20.6	99	316	123	99	26.3	22	84	43	41	6.83

a.(The number of leaving staffs/ the number of new regular full timers) x100

While, if I compare leaving rate with new employment, the employment is high about 0,8%, and the rate of male decreases and the rate of female increases by 1.6% on the whole.

Table 4.50 Turnover and Employment : Nationwide

	2001		2002		2002-2001		E - S
	Turnover	Employment	Turnover	Employment	Turnover	Employment	
Total	18.0	19.3	24.2	26.3	6.2	7.0	0.8
Male	14.3	17.3	23.8	26.6	9.5	9.3	-0.2
Female	20.4	20.5	24.4	26.1	4.0	5.6	1.6

4-2-7. Summary

In this chapter, NGO organizations analyzed six topic ; The general present situation, staff structure of ngo, financial structure, wages and non-wage benefit, employment and management, employment and turnover

4-3. STAFF ANALYSIS

Analyze the present condition and employment environment about NGO staffs. Present conditions are composed of followings: Age, Formal Education, Major, Marital status, Wage level, Side job, Spouse occupation status and wage level, professional tenure, turnover experience, Job Level, Working hours, Entering organization channel, Action field, and location. Employment Environment Perception is composed of followings: Workplace for lifelong, NGO continuation tenure intention, Intensity of labor, Employment security, Duty environmental satisfaction, Wage satisfaction, Business authority, Self-development opportunity, Social contribution of NGO, Aptitude and organization life.

4-3-1. The General Situation

4-3-1-1 Gender

Investigating the gender of full timers, male is 47%, and female is 53%. It shows that females are more than males, and sex proportion is 91,2, and there is no gender proportion in city and counties.

Table 4.51 Gender

	Organization N	Total	Male	Female	Ratio
Seoul	27	145	68	77	88
Metropolitan city	38	94	44	50	88
City, County	58	109	54	55	98
Mean/Total	123	348	166(47%)	182(53%)	91.2

4-3-1-2 Age

The average age of full timers is 33.2; male is 34.9 and female is 31.6. The gender ratio of male and female is 91.2. In the Table 4.52, you can see that the gender ratio is equal in city and county but it is comparatively low in metropolitan areas and Seoul.

Table 4.52 Average Age and Gender Ratio

		Total	Male	Female	Ratio
Nationwide	Gender N	348	166	182	91.2
	AVE Age	33.2	34.9	31.6	
Seoul	Gender N	145	68	77	88.3
	AVE Age	33.4	34.0	32.9	
Metropolitan City	Gender N	94	44	50	88.0
	AVE Age	33.0	35.8	30.5	
City & County	Gender N	109	54	55	98.1
	AVE Age	33.0	35.2	30.9	

In the composition of the age, according to the position, the age of executive assistant is 30.3, the age of middle activists is 33.7 and manager is 37.8.(Table 4.53)

In the gender ratio of position and wage, male is dominant and it represents that it is a male centered organization.

Table 4.53 Average Age and Gender Ratio by Job Level and Wages Level

		Total	Male	Female	Ratio
Job level					
	Staff	159(30.3)	49(30.8)	110(69.2)	44
	Mid-Staff	104(33.7)	58(55.4)	46(44.6)	126
	Director & manager	85(37.8)	59(69.1)	26(30.9)	111
Wage Level					
	less than 600,000	44(32.2)	12(27.4)	32(72.6)	37
	600,001~800,000	79(30.1)	30(37.1)	49(62.9)	61
	800,001~1,000,000	117(32.8)	52(44.7)	65(55.3)	80
	1,000,001~1,200,000	70(35.7)	42(60.7)	28(39.3)	161
	1,200,001~1,400,000	21(36.3)	16(76.3)	5(23.7)	320
	Over 1,400,001	17(38.2)	14(82.4)	3(17.3)	466

4-3-1-3 Marital Status

The ratio of single and married status of staffs is 100: 97. Especially, male in the married status is 65%, and single females occupy 64%.

Table 4.54 Marital Status by Gender

	Married	Single	Divorce & Bereavement	Total
Male	108	56	2	166
Female	61	118	3	182
Total	169	174	5	348

4-3-1-4 Educational Level

The University graduates are dominant in the educational level of staffs. The staffs of university graduate is 72.4% and staffs, having master or doctor degree is 16.3% regardless of gender.

Table 4.55 Formal Education Level

	High school Diploma	Two-Year College	Four-Year University degree	Graduate school (a Master & Doctor)	Total
Male	10	4	119	33	166
Female	8	17	133	24	182
Total	20(5.7)	19(5.4)	252(72.4)	57(16.3)	348

4-3-1-5 Major Field by Education

In the major, according to the academic type, Social science(40.5%) and Humanities (23.0%) are dominant. It is a result, which represents that major NGO activities are concentrated on the social issues. On the other hand, the field of Medical and Pharmacy and Art is small. So, it represents that NGO activities of science, information and technology field should be performed in the future.

Table 4.56 Major Field

	Frequency	Percent	Cumulative Percent
Humanities	80	23.0	24.8
Social Science	141	40.5	68.6
Natural Science	73	21.0	91.3
Medical & Art & Physical Ed	6	1.7	93.2
Teaching Profession	22	6.3	100.0
Total	322	92.5	
Missing	26	7.5	
Total	348	100.0	

4-3-1-6 Wages

Wage means the money, which is paid to the organizers as reward of labor. This section will investigate cash payment except additional wage and allowance wage. Because additional and allowance wages are not institutionalized like the other

enterprises, the wage of NGO can be regarded as an actual earnings. On the whole, below 800,000 won is 35%, over 1,000,000 won is 31%, and the rest is between 800,000 and 1000,000 won in the wage of full timers.

Table 4.57 Monthly Wages

Ranking	Score	Frequency	Percent	month, in won Cumulative Percent
less than 600,000	1	44	12.6	12.6
600,001 ~ 800,000	2	79	22.7	35.3
800,001 ~ 1,000,000	3	117	33.6	69.0
1,000,001 ~ 1,200,000	4	70	20.1	89.1
1,200,001 ~ 1,400,000	5	21	6.0	95.1
Over 1,400,001	6	17	4.9	100.0
Total		348	100.0	

The average monthly wage of general-staff(2.50) is about 700,000, the mid-staff(3.55) is 850, 000 won, and the director & manager is 900,000 won. It shows that NGO has the very narrow wage differential, about 200,000 won, compared to other occupational group.

Table 4.58 Average Wages by Job level

Job level	Mean(about wage, won)	N	Std. Deviation
Staff	2.50(700,000)	159	.974
Mid-Staff	3.27(850,000)	104	1.225
Director & Manager	3.55(900,000)	85	1.484
Total	2.99	348	1.273

*Score(in thousand won):(1)-600 (2)600-800 (3)800-100 (4)100-120 (5)120-140 (6)140-

In addition, in the average wage under the standard of marital status, the wage of married staff is 3.46 and it is not considerably different from that of single .

Table 4.59 Average Wages by Marital Status

	Mean	N	Std. Deviation
Single	2.55	174	.959
Married	3.46	169	1.389
Divorce & Bereavement	2.40	5	1.140
Total	2.99	348	1.273

*Score(in thousand won):(1)-600 (2)600-800 (3)800-100 (4)100-120 (5)120-140 (6)140-

Consequently, the wage of full timers is very low, and the wage differential according to the position, marital status is not big. It reveals that competence, which differentiates wage, is not applied to NGO wages and the principle of equity is strongly worked.

4-3-1-7 Side Job

Having side job is caused by additional need and we can have it because of economic situation and it depends on the occupational ability. According to the investigation, the rate of side job is low by 5.1%.

Table 4.60 Side Job

	N	Yes	No
Nationwide	348	18(5.1%)	330
Male	166	15	151
Female	182	3	179

The average wage of staffs, who have side job is 3.17% and it is lower than that of middle activists. When we compare them with staffs, who don't have side job, they earn high wage.

Table 4.61 Average Wages by Side Job

	Mean	N	Std. Deviation
No	2.98	330	1.246
Yes	3.17	18	1.724
Total	2.99	348	1.273

* Score(in thousand won):(1)-600 (2)600-800 (3)800-100 (4)100-120 (5)120-140 (6)140-

Analyzing the positions of staffs, the directors of bureau occupy 50% and it is judged that the reason for having side job is poor economic situation.

Table 4.62 Side Job by Job level

	Frequency	Percent	Cumulative Percent
Staff	5	27.8	27.8
Mid-Staff	4	22.2	50.0
Director & Manager	9	50.0	100.0
Total	18	100.0	

4-3-1-8 Wages of Spouses

81% of the spouses of staffs have the job, and their average wage is 4.41. The spouse's monthly wage of male staff is 3.79 (about 900,000 won), the spouse's monthly wage of female is 5.20(about 1200,000). To sum up, we can see that most staffs earn a livelihood together and male staffs are more difficult economic situation than female staffs.

Table 4.63 Average Wages of Spouses

	Staff Total	Married	Staff, Spouse Work		Average wages of spouses
			N	Ave' Wages	
Male	166	108(65.0)	77(71.0)	3.52*	3.79
Female	182	61(33.0)	61(100.0))	2.98	5.20
Total	348	169	138	3.28	4.41

*Score(in thousand won):(1)-600 (2)600-800 (3)800-100 (4)100-120 (5)120-140 (6)140-

4-3-1-9 Professional Tenure

The professional tenure means the working period of staffs. It is proved that professional tenure is related to leaving job in the positive study. That is, as the tenure is high, the leaving job decreases. The tenure of current group is 39.0 on average. The tenure of male is longer than that of female about 12 months. Classifying the areas, Seoul is shortest, and counties are long. In the field of educational background, the master or doctor degree staffs are the longest by 51. 4, and the two year college graduate are shortest in tenure.

Table 4.64 Present Organization Tenure

	Gender		Local ^a			Education level ^b			
	Man	Female	Seoul	M.C	C & C	H.G	C.G	U.G	G.S
Frequency	166	182	145	94	109	20	19	252	57
Month	45.0	33.3	36.0	38.1	43.8	36.0	27.7	38.3	51.3
Total	39.0		39.3			38.33			

a. M.C: Metropolitan City, C&C: City & County

b. H.S: High school Diploma, C.G: Two-Year College, U.G: Four-year University Degree
G.S: Graduate school(Master & Doctor)

While, in the social movement career, tenure is 55.4 months and most staffs have experienced social or student movement.

Table 4.65 Professional Tenure by Social Movement and Job Level

	Total Staff	Social Movement Career	Job Level		
			Staff	Mid-Staff	Director & Manager
Male	166	66.56	24.7(159)	60.9(58)	106.8(59)
Female	182	45.36	27.1(110)	56.8(46)	102.1(26)
Total	348	55.47	26.3(159)	59.1(104)	105.4(85)

The executive assistants occupy 45% of all but their average tenure is just 26months. It shows that they were flowed in rapidly within 2 years.

4-3-1-10 Turnover Experience

'Leaving job' experience includes total experience of turnover from the first job to the group. if you see the statistics, it shows 66.3% work to work turnover, and 27.5% NGO to NGO turnover. In the survey of a organization between 2001~2002, the rate of turn over is 24%, and it is seen that full timers also have the high turnover experience.

Table 4.66 Turnover Experience

	N	NGO-to-NGO	Work-to-Work
Total	348	96(27.5)	231(66.3)
Male	166	50(30.1)	104(62.6)
Female	182	46(25.2)	127(69.7)

4-3-1-11 Job Level

The structure of NGO staffs classifies into 3; from new staff to the early career staff in the first place, from general-staff to the head of department or team in mid-staffs, lastly director and manager. This study includes director, vice chief, chief, and president in Director and Manager. Generally, its structure seems to have the pyramid organization structure, and there is no difference between the head of department and director of bureau in displaying discretionary rights.

Table 4.67 Job Level

	Frequency	Percent	Cumulative Percent
Staff	159	45.7	45.7
Mid-Staff	104	29.9	75.6
Director & Manager	85	24.4	100.0
Total	348	100.0	

4-3-1-12 Entering Organization Channel

Currently, staffs of groups are working after phase-in with 'Insider Introduction of an Organization'. 'Founding Member' is the figure of 'Director and Manager'.

Table 4.68 Entering Organization Channel

	N	Open Recruitment	Insider Introduction of an Organization	Advance Employment-Volunteer, Intern etc.	Founding Member
Nationwide	348	93(26)	162(46.5)	86(24.7)	7
Male	166	42(25)	97(58)	22(13)	5
Female	182	51(28)	65(35)	64(35)	2

Especially, the change of employment is significant.

Table 4.69 Entering Organization Channel by Job Level

	N	Open Recruitment	Insider Introduction of an Organization	Advance Employment-Volunteer, Intern etc.	Others
Staff	159	68(42.0)	51(32.0)	40(25.0)	0
Mid-Staff	104	20(19.0)	55(52.0)	28(26.0)	1
Director & Manager	85	5(5.0)	56(65.0)	18(21.0)	6
Total	348	93	162	86	7

In the Table 4.69, the employment method of Director and Manager is chiefly through 'Insider Introduction of an organization', and executive assistants are mainly employed through 'Open Recruitment'. In the 'Open Recruitment' the remarkable decrease of director(5.0) and manager(19.0) employment reflects the change of 'Open Recruitment' in the NGO staffs employment.

4-3-1-13 Working Hours

The average working hours is 48.6 hour and there is no difference in labour hour between male and female. However, as the educational background is low, the labor hours increase, and there is a little difference for the people who experience turnover NGO to NGO. Generally, there is no distinctive difference in the analysis of activity field, position, tenure, and employment route.

Table 4.70 Average Working Hours

	Total Staff	Mean
Nationwide Total	348	48.6
Male	166	48.52
Female	182	48.74
Ngo-to-Ngo, Turnover Experience		
Yes	96	49.6
No	252	48.2
Education Level		
High school Diploma	20	53.0
Two-Year College	19	49.9
Four-Year University Degree	252	48.4
Graduate school(Master & Doctor)	57	47.4

On the other hand, compared to other vocational area, 2~3 hours gap exist and it has 3 hours gap with Finance and Insurance and Persons service.

Table 4.71 Average Working Hours per Week by Gender and Industry

	Whole industry	Gender		Finance, Insurance	Social & Persons Service
		Man	Female		
1999	47.6	47.9	46.8	45.5	44.8
2000	47.1	47.5	46.2	45.3	44.9
2001	46.6	47.6	45.6	45.1	45.1

4-3-1-14 Action Field

In the field of activity, males chiefly work in 'Citizen-Politics-Administration' and females are working in Environment.

Table 4.72 Staff Distribution by Action Field

	Total	Citizen, Politics etc	Local Autonomy	Voluntary, Welfare, Ed etc	Environment	Woman, Human rights, etc
Male	166	64	17	31	36	18
Female	182	42	9	36	54	41
Total	348	106	26	67	90	59

4-3-1-15 The Site

In the activity area, more females are in Seoul and metropolitan areas. In the counties, the level is equal.

Table 4.73 Staff Distribution by The Site

	Total	Seoul(27)	Metropolitan City(38)	City & County(58)
Male	166	68	44	54
Female	182	77	50	55
Total	348	145	94	109

4-3-2. Employment Environment Perception

The employment environment recognition of staffs is composed of recognition about lifelong job, employment environment recognition, and self-development. A

score by each item is composed as below, ; SD(Strongly Disagree, 1 score), D(Disagree, 2 score), N(Nither, 3 score), A(Agree, 4 score), SA(Strongly Agree, 5 score)

4-3-2-1 Lifelong Occupation Perception

In the Table 4.74, we can see that staffs are generally satisfied with their job(3.74). Especially, they show high response about the social contribution of NGO by 4.27. It doesn't have any difference in the various analysis items. In addition, as a lifelong job, most staffs are positive in NGO activity(3.3%), compared to the satisfaction degree of organization(2.83)

Table 4.74 Lifelong Occupation Perception

	Mean	SD	D	N	A	SA
(A) The present work is work for life.	2.83	20 5.7%	131 37.6%	102 29.3%	77 22.1%	18 5.2%
(B) Even if work is moved, NGO is worked at for lifelong.	3.30	7 2.0%	85 24.4%	91 26.1%	125 35.9%	40 11.5%
(C) The current work can do social contribution more than other work.	4.27	1 0.3%	4 1.1%	31 8.3%	175 50.3%	137 39.4%
Total	3.47	2.6	21.0	21.2	29.4	18.7

(A). I regard the current work as workplace for lifelong

The Staff were regarding the current organization as ordinary level.

Table 4.75 lifelong Work perception

Mean	SD	D	N	A	SA
2.83	20 5.7%	131 37.6%	102 29.3%	77 22.1%	18 5.2%

In the aspect of areas, as areas go down from Seoul to the other areas, staffs show high vocational conscious.

Table 4.76 lifelong Work perception by Location

location	Mean	N	Std. Deviation
Seoul	2.58	145	.955
Metropolitan City	2.90	94	.962
City & County	3.11	109	1.030
Total	2.83	348	1.005

As The staffs are older, they regard NGO as a lifelong occupation.

Table 4.77 lifelong Work perception by Age

Age Group	Mean	N	Std. Deviation
18 ~ 25	2.70	23	.876
26 ~ 30	2.73	97	.848
31 ~ 35	2.82	121	1.057
36 ~40	2.91	69	1.054
41 ~ 60	3.08	38	1.171
Total	2.83	348	1.005

Classifying the positions, as staffs are higher position, they have higher conscious of lifelong job

Table 4.78 lifelong Work perception by Job Level

Job level	Mean	N	Std. Deviation
Staff	2.66	159	.906
Mid-Staff	2.88	104	1.027
Director & Manager	3.09	85	1.098
Total	2.83	348	1.005

The highest figure of volunteers and Intern is seen in the entering organization channel.

Table 4.79 lifelong Work perception by Entering Organization Channel

	Mean	N	Std. Deviation
Open Recruitment	2.63	93	.930
Personal Relation	2.81	162	1.013
Voluntary etc	3.10	86	1.018
The Founder.	2.71	7	1.113
Total	2.83	348	1.005

The responses above corresponds to the result of research that as staffs are older, have higher position, they show higher conscious of their job in other occupational groups.

(B) Even if I do turnover, I will work in NGO for life.

Staffs prefer NGO as a job. In consideration of 2.83, the average of A, staffs consider NGO as a lifelong gob and they show high response (3.3%)

Table 4.80 life professional Perception

Mean	SD	D	N	A	SA
3.30	2.0	24.4	91	125	40
			26.1	35.9	11.5

In the response according to the areas, metropolitan areas are highest and Seoul shows low response.

Table 4.81 life professional Perception by Location

	Mean	N	Std. Deviation
Seoul	3.16	145	1.005
Metropolitan City	3.43	94	.967
City & County	3.39	109	1.089
Total	3.30	348	1.027

In the educational background, over postgraduate is the highest and persons who have a higher educational background prefer NGO.

Table 4.82 life professional Perception by Education Level

	Mean	N	Std. Deviation
High School	3.25	20	1.209
Two-year College	3.26	19	.991
Four-year University degree	3.31	252	1.017
Graduate School(Master & Doctor)	3.33	57	1.041
Total	3.30	348	1.027

In entering organization channel, entering NGO through connection is high.

Table 4.83 life professional Perception by Entering organization channel

Entering organization channel	Mean	N	Std. Deviation
Open recruitment	3.10	93	.968
Personal Relation	3.41	162	1.049
Volunteer etc.	3.33	86	1.034
The founder	3.43	7	.976
Total	3.30	348	1.027

Classes, which experience turnover(3.38) is high in the classes, which experience transference of NGOs.

Table 4.84 life professional Perception by Turnover Experience

	Mean	N	Std. Deviation
No	3.15	117	1.111
Yes	3.38	231	.975
Total	3.30	348	1.027

In the position, director(3.73), manager(3.35), executive assistant(3.05), and in the activity field, environment(3.40), and in the age classification, over 40(3.55), in the major classification, Humanities and Social Science(3.44), and in the employment route, introduction through personal connection are high.

(C) My workplace can contribute to a society more in other workplace.

Staffs regard their organization's contribution to the society as high value by 4.27%

Table 4.85 Social Contribution of an Organization Perception

Mean	SD	D	N	A	SA
4.27	1 0.3%	4 1.1%	31 8.3%	175 50.3%	137 39.4%

Classifying areas, metropolitan area is highest by 4.44%.

Table 4.86 Social Contribution of an Organization by Location

Local	Mean	N	Std. Deviation
Seoul	4.22	145	.692
Metropolitan City	4.44	94	.614
City & County	4.20	109	.743
Total	4.27	348	.694

In the major, Natural Science(4.40) is higher than other area.

Table 4.87 Social Contribution of an Organization Perception by Major

Major	Mean	N	Std. Deviation
Humanities	4.27	80	.711
Social Science	4.22	141	.688
Natural Science	4.40	73	.618
Medical & Pharmacy & Art & Physical etc.	4.17	6	.753
Teaching Profession	4.27	22	.883
Total	4.28	322	.694

In the educational level, two year college graduate is the highest,

Table 4.88 Social Contribution of an Organization Perception by Education Level

	Mean	N	Std. Deviation
High School	4.25	20	.716
Two-year College	4.32	19	.671
Four-year University degree	4.29	252	.718
Graduate School(Master & Doctor)	4.21	57	.590
Total	4.27	348	.694

In the wage level, the staffs, who earn between 600,000 and 800,000 is high by 4.38%.

Table 4.89 Social Contribution of an Organization Perception by Wage Level

	Mean	N	Std. Deviation
Less than 600,000	4.20	44	.765
600,001 ~ 800,000	4.38	79	.666
800,001 ~ 1,000,000	4.22	117	.732
1,000,001 ~ 1,200,000	4.33	70	.631
1,200,001 ~ 1,400,000	4.14	21	.727
Over 1,400,001	4.24	17	.562
Total	4.27	348	.694

According to the age, mid staffs between 36 and 40 respond highly. (see table 3.90)

Table 4.90 Social Contribution of an Organization Perception by Age Group

	Mean	N	Std. Deviation
Under 25	4.30	23	.703
26 ~ 30	4.21	97	.706
31 ~ 35	4.30	121	.666
36 ~40	4.42	69	.628
Over 41	4.08	38	.818
Total	4.27	348	.694

In the activity fields, environment is 4.42%, in the social movement career, 100~150 months (4.49), in labour hour, 40~50 hours are high. Especially, as the position is higher, they highly respond. In the employment route, it appears as an order like: public employment(4.14), introduction through personal connection(4.31), Intern, and volunteer, and it is low in staffs, who are a establishment members.

4-3-2-2. Employment Environment Perception

Table 4.91 Employment Environment Perception

	Mean	SD	D	N	A	SA
(A) An intensity of labor of the current work thinks that it is higher than other work.	3.13	14 4.0	78 22.4	129 37.1	103 29.6	24 6.9
(B) Employment stability of my work thinks that it is higher than other work.	3.00	25 7.2	94 27.0	108 31.0	99 28.4	22 6.3
(C) Business environment of my work thinks that it is more excellent than other work.	2.78	31 8.9	122 35.1	107 30.7	68 19.5	20 5.7
(D) Currently my wages will be higher than other work that I can select.	1.84	130 37.4	158 45.4	47 13.5	10 2.9	3 0.9
(E) As for my business authority, other work that I can select will be higher.	3.74	4 1.1	26 7.5	76 21.8	194 55.7	48 13.8
(F) My aptitude will be shown in now work the best.	3.60	1 0.3	22 6.3	128 36.8	161 46.3	36 10.3

(A). An intensity of labor of the current work thinks that it is higher than other work.

The intensity of NGO's labour is 3.13 on average. However, the fact that response rate of (A) is higher than that of (D) says a little higher labour intensity of

full timers.

Table 4.92 Intensity of Labor Perception

Mean	SD	D	N	A	SA
3.13	14 4.0%	78 22.4%	129 37.1%	103 29.6%	24 6.9%

In the gender, the intensity of female labor (3.14%) is a little higher than that (3.11%) of male.

Table 4.93 Intensity of Labor Perception by Gender

	Mean	N	Std. Deviation
Male	3.11	166	.993
Female	3.14	182	.953
Total	3.13	348	.971

Classifying by location, the metropolitan is the highest(3.36%), county is the second, and the last is Seoul.

Table 4.94 Intensity of Labor Perception by Location

	Mean	N	Std. Deviation
Seoul	2.90	145	.963
Metropolitan City	3.36	94	.960
City & County	3.24	109	.932
Total	3.13	348	.971

According to the age classification, age between 36~40 is high, and below 25 is the next.

Table 4.95 Intensity of Labor Perception by Age

Age Group	Mean	N	Std. Deviation
Under 25	3.13	23	.626
26 ~ 30	2.97	97	.962
31 ~ 35	2.99	121	.970
36 ~40	3.57	69	.962
Over 41	3.18	38	.982
Total	3.13	348	.971

In the educational background, two year college graduate is higher by 3.43%,

and 4 year Uni graduate is low.

Table 4.96 Intensity of Labor Perception by Education Level

Education Level	Mean	N	Std. Deviation
High School	3.35	20	.988
Two-year College	3.42	19	.692
Four-year University degree	3.08	252	.976
Graduate School(Master & Doctor)	3.16	57	1.014
Total	3.13	348	.971

Classifying by social movement career, over 150 months(3.54), by NGO career, 49~69 months (3.38), by major, Humanities(3.29), by wage, over 1200,000 won a month show the high intensity of labour. In the position, executive assistant (3.03), manager(3.10), and director(3.36) are in sequence. It is comparatively high in the group of experiencing turnover.

(B). Employment stability of my work thinks that it is high than other work.

Table 4.97 Employment security Perception

Mean	SD	D	N	A	SA
3.00	25 7.2%	94 27.0%	108 31.0%	99 28.4%	22 6.3%

The employment security is usually 3.00.(Table 4.97) Classifying the location, Seoul(3.08), metropolitan area(3.00), county(2.88) are in sequence.

Table 4.98 Employment security Perception by Location

	Mean	N	Std. Deviation
Seoul	3.08	145	.997
Metropolitan City	3.00	94	1.145
City & County	2.88	109	1.025
Total	3.00	348	1.048

According to the age classification, age between 26 and 29(2.95) is stable in employment.(see Table 4.99)

Table 4.99 Employment security Perception by Age

	Mean	N	Std. Deviation
Under 25	3.17	23	1.193
26 ~ 30	2.95	97	.961
31 ~ 35	3.07	121	1.070
36 ~40	3.01	69	1.118
Over 41	2.76	38	.971
Total	3.00	348	1.048

(C) in business environment of my work, I think that it is more excellent than other work.

Table 4.100 Business Environment Perception

Mean	SD	D	N	A	SA
2.78	31	122	107	68	20
	8.9	35.1	30.7	19.5	5.7

Business environment of an organization appears to be low(2.78).(Table 100)

In the location, city and county is 2.72.

Table 4.101 Business Environment Perception by Location

	Mean	N	Std. Deviation
Seoul	2.89	145	1.119
Metropolitan City	2.69	94	1.016
City & County	2.72	109	.953
Total	2.78	348	1.043

In the major, it appears to be low in Nature Science(2.68), and in the class, which has turnover experience it is low. Graduate school background is 2.51 in the educational background, and public employment(2.66), the introduction through personal connection(2.79), and human resources' service are the sequence by classifying as employment route.

(D). Currently my wages will be higher than other work that I can select.

Table 4.102 Wage Satisfaction Response of NGO Staff

Mean	SD	D	N	A	SA
1.84	37.4	45.5	13.5	2.9	0.9

The average wage of NGO is 1.84. The staffs are not satisfied with their wage on the whole. Table 4.103 arranges the lowest groups.

Table 4.103 Wage Satisfaction Perception by Low Response Group

Item	Range	Mean	Number	Std. Deviation
Gender	Male	1.81	166	.806
Local	City & County	1.81	109	.82
Job Level	Direct & Manager	1.75	85	.776
Age	26~30	1.77	121	.087
Education Level	Graduate School	1.75	1.77	.786
Entering Org' Channel	Open Recruitment	1.78	117	.890
NGO Tenure	73~96 month	1.78	27	.892
Present Org' Tenure	25~48 month	1.69	109	.707
Action Field	Local Autonomy	1.77	26	.786
Major	Teaching Profession	1.82	22	.733
Turnover Experience	No	.184	117	.890

In the educational background, as we go to the higher educational background, wage satisfaction perception is negative.(see Table 4.104)

Table 4.104 Wage Satisfaction Perception by Education Level

	Mean	N	Std. Deviation
High School	2.15	20	.875
Two-year College	2.05	19	.911
Four-year University degree	1.83	252	.819
Graduate School(Master & Doctor)	1.75	57	.786
Total	1.84	348	.824

Classifying as employment route, it appears as an order of public employment(1.78), introduction through personal connection(1.83), intern and volunteer(1.94). (see Table 4.105)

Table 4.105 Wage Satisfaction Perception by Entering Organization Channel

	Mean	N	Std. Deviation
Open Recruitment	1.78	93	.806
Personal Relation	1.83	162	.858
Volunteer etc.	1.94	86	.772
The founder	1.71	7	.951
Total	1.84	348	.824

(E). As for my business discretion, other work that I can select will be higher.

It is 3.74 on average and discretionary right of staffs appears to be big.

Table 4.106 Business Discretion Perception

Mean	SD	D	N	A	SA
3.74	4 1.1%	26 7.5%	76 21.8%	194 55.7%	48 13.8%

In the Job Level, it appears in order like executive assistant(3.58), manager(3.73), and director(4.04). In case of general-staff, average 3.58 means that the discretionary right of business is admitted. In addition, The higher degree of director position is because it is a responsible position and it appears highly in the long term staffs, high ranker in the movement career year, and senior variables commonly.

Table 4.107 Business Discretion Perception by Job Level

	Mean	N	Std. Deviation
Staff	3.58	159	.867
Mid-Staff	3.73	104	.815
Director & Manager	4.04	85	.698
Total	3.74	348	.831

As illustrated, Table 4.108 is the arrangement of Agree level groupings.

Table 4.108 Business Discretion Perception by Agree Level

Item	Range	Mean	Number	Std. Deviation
Gender	Male	3.78	166	.764
Local	City & County	3.76	107	.815
Working Hours	51~59	4.03	34	.674
Age	36~40	3.96	69	.652
Education Level	Graduate School	3.72	57	.791
Entering Org' Channel	Voluntary etc	4.43	86	.764
NGO Tenure	97~250 month	4.23	30	.728
Action Field	Local Autonomy	3.96	26	.662
Major	Medical& culture etc	4.33	6	.510
Turnover Experience	No	3.77	34	.674

(F). My aptitude will be displayed in the current work the best.

It is 3.60 on average, and staffs display their aptitude properly in the current activity.

Table 4.109 Aptitude Display Perception

Mean	SD	D	N	A	SA
3.60	1 0.3	22 6.3	128 36.8	161 46.3	36 10.3

Table 4.110 is the arrangement of the most negative groups.

Table 4.110 Aptitude Display Perception by Negative Response Group

Item	Range	Mean	Number	Std. Deviation
Gender	Female	3.55	182	.720
Local	Seoul	3.56	145	.753
Job Level	Staff	3.38	159	.760
Age	Under 25	3.26	23	.864
Education Level	Two-year Collage	3.11	19	.809
Entering Org' Channel	Open Recruitment	3.45	93	.684
NGO Tenure	1~24 month	3.44	156	.797
Wage	Less than 600,000won	3.55	44	.627
Action Field	Environment	3.56	90	.736
Major	Natural Science	3.52	73	.709
Turnover Experience	No	3.55	117	.793

It is high when we go down from the center to the local area; Seoul (3.56), metropolitan area(3.57), and city and county(3.68). In the age, as age is higher, it becomes high 18~25(3.26), 26~30(3.47), 31~35(3.61), and 36~40(3.81).

4-3-2-3. Self-Development Perception

(A). An opportunity of self- development will be higher than other workplace.

Table 4.111 Self-Development Perception

Mean	SD	D	N	A	SA
3.66	6 1.7%	29 8.3%	95 27.3%	165 47.4%	53 15.2%

Staffs of the current NGO recognize that the opportunity to develop themselves is big. It is 3.66 on average. However, as I investigated several conditions above, NGO has a poor condition of self-development and human resource development. Nonetheless, 3.66 result is the amazing result. Therefore, we need to study constantly.

Table 4.112 Self-Development Perception by High Response Group

Item	Range	Mean	Number	Std. Deviation
Gender	Female	3.76	182	.920
Local	City & County	3.78	109	.854
Job Level	Director & Manager	3.69	85	.873
Age	36~40	3.67	69	.902
Education Level	Two-year Collage	3.95	19	1.026
NGO Tenure	97~250 month	3.90	30	.662
Wage	Less than 600,000won	3.89	44	.945
Action Field	Woman & Religion etc	3.95	59	.797

According to the position classification, executive assistant (3.68) and director(3.69) show high response but manager(6.61) show low response comparatively. In the location, metropolitan area (3.59), in activity field, civil politics

and administration(3.51), in age, 31~35(3.58), in educational background, graduate school(3.53), and in wage 1200,000~1400,000(3.29) show low response.

4-3-4. Summary

I investigated employment environment of a group through classifying as 10 things including lifelong job, employment environment, self development environment. Lifelong job was 3.46, employment environment was 2.89, and self development was 3.66. These are factors to recognize NGO activities as medium, but wage among employment environments need to be revised.

4-4. HRD ANALYSIS OF NGO's STAFF

4-4-1. Introduction

The purpose of this chapter is to analyze the present condition of human resources development of NGO staffs. The concept of HRD is defined as the action of the nation, including individuals and enterprise that strive to construct the education & training(hereafter E/T) conditions need to develop above mentioned human resources. Accordingly, HRD of NGO's staff is comprised of 3 things; The current support of a organization E/T, the HRD recognition of staffs, and the result of HRD.

4-4-2. Study Form

This figure shows the study model to analyze the Hard of NGO's staff.(see the Figure 1.2) The composition of items in this model is : Organization(analyze the investment of staff's education and training in the respective NGO in 2002. The

analysis is composed of education training participants, total education days, and investment cost.), Staff(Analyze the recognition of human resource development of staffs in 2003. It composed of 10 questions.), E/T & Turnover(Analyze the organization educational training support and recognition result of staff under the standard of turnover rate of 2002.)

4-4-3. HRD Investment Situation of Organization

Education is to develop the potential ability of man and it is a process of acquiring the technical knowledge, necessary for the particular job performance. This paper doesn't distinguish the education and training and analyze the education training participants, educational training days and educational training cost.

4-4-3-1 E/T participant.

The annual average participants of NGO staff is 1.26 in number. 43(35%) of 123 groups in 2002 didn't carry out the education and training, and 80 of 123 groups(65%) performed education. The number of annual education participants are 1,512.

Table 4.113 E/T participant.

	Organization		Staff(regular)		
	Org' N	Execution N	Staff N	participant N	Per Staff
Nationwide	123	80(65.0)	1,200	1,512	1.26

Classifying the locations, Seoul is 1.21 and City and County is 1.01.(Table 4.14) The percentage of non educational training is 30% in Seoul, and 36% in metropolitan areas, and city and counties according to classify the E/T enforcement groups.

Table 4.114 E/T participant by local.

year, in person

	Organization		Staff(regular)		
	Org' N	Execution N	Staff N	participant N	Per Staff
Seoul	27	19(70.4)	479	580	1.21
Metropolitan City	38	24(63.6)	358	565	2.18
City, County	58	37(63.8)	363	367	1.01

In the E/T analysis according to membership size, 45% of the groups of having under 500 members has never conducted E/T.(see Table 4.115) In the analysis on the basis of staff size, as the size is smaller, the E/T participants are more, and as the staff size is larger, the interest in E/T is small. In the analysis of Legal Status, Private Organization field is smaller than corporation in participants. It is judged that the stability of an organization and financial condition cause the instability of organizational condition.

Table 4.115 E/T participant by Membership, Staff Size, Legal Status

	Organization		Staff		
	Org' N	Execution N	Staff N	participant N	Per Staff
year, in person					
Membership Size					
Less than 500	60	33(55.0)	238	236	0.99
501 - 1,000	30	23(76.7)	228	127	0.55
1,001 - 10,000	27	18(66.6)	523	1,071	5.07
Over 10,001	6	6(100)	211	78	0.36
Staff Size					
Less than 6	81	60(61.7)	272	468	1.78
7 - 14	14	10(71.4)	119	150	1.26
15 - 29	15	10(73.3)	269	289	1.07
30 - 55	10	7(70.0)	321	502	1.56
Over 56	3	2(66.7)	219	103	0.47
Legal Status					
Private Org'	75	43(57.3)	503	515	1.02
Association corporation	31	22(71.0)	391	394	1.00
Juridical foundation	17	15(88.2)	306	603	1.97

4-4-3-2 E/T Days

The E/T days of staffs in 2002 are 5,930 on average. under the standard of total staffs, they are 4.94days.(Table 4.116) Compared to the average E/T days of staffs in Korean enterprises, it appears to be about 1/5.¹³

Table 4.116 E/T Days.

	Organization			Staff		year, in day
	Org' N	Execution N	Staff N	participant Day	Per Staff	
	Nationwide	123	80(65.0)	1,200	5,930	4.94

Classifying the locations, the days of City and County are 6.84 in E/T and Seoul(4.89) and Metropolitan areas (3.06) are below the average.

Table 4.117 E/T Days by Local.

	Organization			Staff(Day)		year, in day
	Org' N	Execution N	Staff N	participant Day	Per Staff	
	Seoul	27	19(70.4)	479	2,347	4.89
Metropolitan City	38	24(63.6)	358	1,097	3.06	
City, County	58	37(63.8)	363	2,486	6.84	

In the analysis of Staff Size, as the staff size is smaller, E/T become more, and participation days per person are 7.6 in the group of below 6 staffs and 9.3 days in the group of 15~29 staffs. In the aspect of Organizational structure, independent Organizations have the most days as 9.32. In the analysis of Founding Organization, the groups since 1987 conducted education by 5.78 days. (see Table 4.118)

Table 4.118 E/T Days by Staff Size and Organization Type with Founding Org' year, in days

	Organization			Staff	
	Org' N	Execution N	Staff N	participant Day	Per Staff
Staff Size					
Less than 6	81	60(61.7)	272	2,088	7.67
7 - 14	14	10(71.4)	119	499	4.19
15 - 29	15	10(73.3)	269	2,238	9.31
30 - 55	10	7(70.0)	321	690	2.14
Over 56	3	2(66.7)	219	415	1.85
Organization Type					
Independent	46	25(54.3)	299	2,789	9.32
Federation(Nation,Local)	17	14(82.4)	335	2,336	2.89
Branch(Nation, Local)	60	41(68.3)	566	805	1.42
Founding Organization					
Before 1987	18	13(72.0)	394	1,265	3.21
After 1987	105	67(63.0)	806	4,665	5.78

4-4-3-3 E/T Cost.

The annual total investment amount of NGO in 2002 was 161,170,000 won, and 134,000 won was spent for per staff.

Table 4.119 E/T Cost.

	Organization			Staff	
	Org' N	Execution N	Staff N	participant Cost	Per Staff
Nationwide	123	80(65.0)	1,200	161,170,000	134,308

Under the standard of total expenditure in 2002, the rate of E/T is about 0.3%. That is, each group invest 0.3% of total expenditure to the E/T of staff.

Table 4.120 E/T Cost Rate(2002 yrs)

	in thousand won		
	Total expenditure (a)	Education & Training Expenditure Total Amount (b)	b/a(percent)
Nationwide(N=123)	42,209,395	161,170	0.3

The investment cost of educational training appears to be 38%, compared to the E/T of enterprises in 2000.

Table 4.121 E/T Cost Ratio by NGO and Cooperates

	Total labour cost	Cost of Education & Training	Ratio
NGO(2002)	1,026	11	1.0
Cooperates(2001) a	2,676.5	41.1	1.5

a. Investment in Employee Training of Cooperate(companies with 30 employees or more)
Source : MOLAB, Survey Report on Labour Cost of Enterprise, 2001

In the location analysis, 148,000 won is for per staff in Seoul, 129,000 won is per staff in Metropolitan areas, and 120,000 won is for per staff in City and Counties. The investment cost becomes lower as it goes down to the local areas.

Table 4.122 E/T Cost by Local.

	Organization		Staff		
	Org' N	Execution N	Staff N	participant Cost	Per Staff
Seoul	27	19(70.4)	479	71,200,000	148,643
Metropolitan City	38	24(63.6)	358	46,400,000	129,608
City, County	58	37(63.8)	363	43,570,000	120,027
Total	123	80(65.9)	1,200	161,170,000	134,308

In the analysis of staff, as the staff size is smaller, E/T are more, and costs become more. Especially, in the analysis of Founding Org, the investment cost for per staff of the groups, which were established after 1987 is high.

Table 4.123 E/T Cost by Staff Size and Founding Organization

Staff Size	Organization			Staff	
	Org' N	Execution N	Staff N	participant Cost	Per Staff
Less than 6	81	60(61.7)	272	45,300,000	166,544
7 - 14	14	10(71.4)	119	18,580,000	156,134
15 - 29	15	10(73.3)	269	27,500,000	102,230
30 - 55	10	7(70.0)	321	48,790,000	151,993

	Over 56	3	2(66.7)	219	21,000,000	95,890
	Total	123		1,200		
<hr/>						
Founding Organization						
	Before 1987	18	13(72.0)	394	44,590,000	113,172
	After 1987	105	67(63.0)	806	116,580,000	144,640
	Total	123		0		
<hr/>						

This paper analyzed HRD investment situation of NGO like the above. The characteristic factors are that firstly, in the City and Counties, and small size of staffs and members, more E/T are conducted, on the contrary, comparatively less costs are spent in the aspect of investment cost. Thirdly, the large size groups are less active in E/T on the whole.

4-4-4. HRD Perception of Staff

The investigation of staff recognition about HRD is divided into 3(10 items); the specialty accumulation, HRD condition, and social support about HRD support of NGO. In the questionnaire, there are 10 questions, The scores were gleaned from the results of the survey questionnaire. The responses were coded from "Strongly disagree(SD)"(1), "Disagree(D)"(2), "Neither(N)" (3), "Agree(A)" (4), "Strongly agree(SA)"(5).

4-4-4-1 The Specialty Accumulation Perception

The use of education for staffs is 2.80, and the perception that as staffs work longer in NGO, they become poor at the specialty accumulation, is 2.64. In addition, the response that specialty accumulation is difficult because of short career, appears to be high as 3.20. Consequently, it can be seen that the use of human resources of NGO staffs, which are developed by public education, is low and they are not likely to

accumulate specialty because of short career.

Table 4.124 Specialty Accumulation Response

	Mean	SD	D	N	A	SA
(A) Duty utilization of a major	2.80	54 15.5%	97 27.9%	81 23.3%	95 27.3%	21 6.0%
(B) Ability and a specialty being inferior to long tenure of NGO	2.64	23 6.6%	160 46.0%	95 27.3%	58 16.7%	12 3.4%
(C) There are a few the persons whom a NGO career is short, and had a specialty	3.20	6 1.7%	76 21.8%	123 35.3%	129 37.1%	14 4.0%
Total	2.88	7.93	31.9	28.6	27.0	4.4

(A). I am using a major to have learned at school for business well.

The right use of major in the duty means how we distribute developed human resources effectively and use. Education is the important instrument to foster the human resources, in the national and social aspect, and it is carried out by the way of public education. The satisfaction of NGO staff in the use of major is 2.80 and it is not high. That is, it means that NGO doesn't use human resources effectively.

Table 4.125 Specialty Accumulation Perception by Major

	Mean	N	Std. Deviation
Humanities	2.58	80	1.111
Social Science	3.12	141	1.131
Natural Science	2.60	73	1.187
Medical & Art & Physical etc.	3.00	6	1.265
Teaching Profession	2.95	22	1.290
Total	2.85	322	1.174

In the analysis according to the major, the use rate of major for staffs who major in Humanities and Natural sciences is below average. From the employment route of staffs, the public employment is high (2.98) and we can see that major is a significant standard to choose. However, in the case and effect, it shows the low use rate of major.

Table 4.126 Specialty Accumulation Perception by Entering Org' Channel

	Mean	N	Std. Deviation
Open recruitment	2.98	93	1.073
Personal Relation	2.66	162	1.196
Volunteer etc.	2.85	86	1.183
The founder	3.29	7	1.604
Total	2.80	348	1.175

Below shows the groups, respond that the use of major is low.

Table 4.127 Low Response of the Specialty Accumulation Perception

Item	Range	Mean	Number	Std. Deviation
Local	Seoul	2.81	145	1.145
Job Level	Mid-Staff	2.77	104	1.168
Education Level	Two-year Collage	2.16	17	1.015
Entering Org' Channel	Personal Relation	2.66	162	1.196
NGO Tenure	49~ 72 month	2.60	42	1.251
Action Field	Environment	2.68	90	1.140

(B). Tenure is done long, and a specialty and ability are more inferior to NGO than businessmen of other fields.

The development process of human resource includes human resource development of new society members, maintenance of individual human resources, and development. Since IMF, the rise of unemployment rate, the destruction of lifelong concept, and the development of information technology make the development of multi human resources including adult education, lifelong education, and vocational education. In NGO, various educations should be done constantly, and if so not, its activities can be obstructed. However, in the response about this area, the rate that as tenure is longer, specialty becomes superior is low(2.64) and even the response frequency rate is 50%. This response comes from the condition of poor financial circumstance, low wage level of staffs, and low education/training, and it is a part to study more. Below is the arrangement of low response field.

Table 4.128 Low response Group of ability and a specialty being inferior

Item	Range	Mean	Number	Std. Deviation
Gender	Male	2.72	166	.925
Local	Seoul	2.74	145	.926
Education Level	Graduate School	2.93	57	.979
Entering Org' Channel	Personal Relation	2.78	162	.970
Present Org' Tenure	49~72 month	2.86	42	1.117
Action Field	Voluntary & Welfare	2.72	67	.997

Seoul(2.74) in location, welfare and education in the activity area(2.72), turnover experience(2.69) and the groups of high age and education admit the lack of ability and professionalism.

(C). There are a few the persons whom a NGO career is short, and had a specialty

In order to get the maximized outcome by using limited resources, effective and systematic use of human resources and environment are needed. The first reason for the difficulty of specialty accumulation is the poor financial condition, the second is the loss of human resources caused by turnover, and third is the lack of education. Especially, turnover and education/training are the important factors in specialty accumulation. Even though the standard of job choice is stability since IMF, turnover rate of NGO is still 24% in 2002. Accordingly, specialty accumulation is difficult because of high rate of turnover, and specialty is not reinforced because of systematic E/T.

Table 4.129 A career is short, and Staff is hard to have a specialty

Item	Range	Mean	Number	Std. Deviation
Gender	Female	3.21	182	.867
Local	Metropolitan City	3.38	94	.777
Job Level	Director & Manager	3.35	85	.896
Education Level	Graduate School	3.42	57	.981
Present Org' Tenure	97~250 month	3.43	30	.858
Turnover Experience	Yes	3.24	231	.899

Specialty accumulation appears to be difficult in the metropolitan area(3.38), higher position(3.35), high education(3.16) long tenure(3.43), and long labour hour

4-4-4-2 HRD Conditions of NGO

The response about HRD condition of NGO is investigated as 3.86 on average. On the other hand, the necessity of education is high(4.21). The response of HRD support system is negative as 2.41, and HRD investment necessity is 4.46, and it is comparatively high. HRD support condition of NGO is 4.03. Staffs think that HRD investment is more important than any other fields in response(4.17). Consequently, the investment need of staffs for education and HRD tends to be considerably high and condition and system of NGO are too poor to carry out support.

Table 4.130 HRD Conditions Response of NGO

	Mean	SD	D	N	A	SA
(A) Education is more necessary for business.	4.21	0	4	25	197	122
		0	1.1	7.2	56.6	35.1
(B) My organization is having a HRD assistance system.	2.41	42	147	134	25	0
		12.1	42.2	38.8	7.2	0
(C) My HRD must be continuously invested in NGO.	4.46	1	4	12	149	182
		0.3	1.1	3.4	42.8	52.3
(D) HRD investment conditions are currently hard for NGO.	4.03	1	18	46	188	95
		0.3	5.2	13.2	54.0	27.3
(E) HRD of Staff is more important than any issue	4.17	1	5	42	186	114
		0.3	1.4	12.1	53.4	32.8
Total	3.86	2.6	10.2	14.9	42.8	29.5

(A). Investment about education is continuously necessary in order to be good at my business.

It is 4.24 on average, Staffs strongly ask for the enlargement of education opportunity, necessary for their duty. If you see the table 4.131, the need is higher when you go from Seoul and local areas.

Table 4.131 Educational Opportunity Enlarged Necessary by local

Local	Mean	N	Std. Deviation
Seoul	4.17	145	.605
Metropolitan City	4.23	94	.679
City & County	4.39	109	.622
Total	4.26	348	.636

These are groups that maintain the necessity of education

Table 4.132 Educational Opportunity Enlarged Necessary Perception Group

by High ResponseItem	Range	Mean	Number	Std. Deviation
Gender	Male	4.27	166	.584
Job Level	Director & Manager	4.31	85	.578
Age	26~30	4.33	97	.641
Education Level	Four-year Univ.	4.27	252	.612
Entering Org' Channel	Volunteer etc	4.28	86	.690
Present Org' Tenure	73~96 month	4.33	27	.620
Wage	800,000~1,000,000won	4.31	117	.688
Turnover Experience	No	4.34	117	.604

(B). My workplace has a HRD assistance system of staff.

NGO are not equipped with support system of human resources development. It is 2.41 on average, 55% of staffs show dissatisfaction and only 7% of them show satisfaction. Table 4.133 are groups, which say that support system is unsatisfactory.

Table 4.133 HRD Assistance System by Dissatisfaction Group

Item	Range	Mean	Number	Std. Deviation
Gender	Male	2.38	166	.806
Wage	less than 600,000	2.20	44	.734
Age	36~40	2.23	69	.737
Education Level	Two-year Collage	2.37	19	.895
Entering Org' Channel	Open Recruitment	2.35	93	.789
Present Org' Tenure	49~72 month	2.24	42	.827
Action Field	Local Autonomy	2.12	26	.711

(C). My HRD must be consistently invested in order to NGO activity well.

Staffs recognize that constant human resource development investment is needed in NGO activity. As I investigate above, the ask of staffs inevitable when we consider the low use of major(2.80), the lack of ability and specialty for long tenure staffs compared to other jobs, difficult to accumulate specialty(3.20), and dissatisfaction of human resource development system.

Table 4.134 My HRD continuous investment need

Item	Range	Mean	Number	Std. Deviation
Entering Org' Channel	The Founder	4.57	7	.535
Wage	1,000,000~1,200,000WON	4.53	70	.531
Job Level	Mid-Staff	4.53	104	.668
Education Level	Four-year Univ.	4.49	252	.595
Present Org' Tenure	25 ~ 48 month	4.60	93	.574
Action Field	Woman & Religion& Youth	4.51	59	7.28

It appears strongly in City and Counties(4.49), Manager(4.59), age, 26~30(4.49), married staffs(4.48), the establishment member(4.57), wage between 1200,000~1400,000(4.48) and 3 years tenure(4.60).

(D). Currently, as for the NGO, HRD investment conditions is inferior.

The human resource investment condition of NGO staffs is investigated as poor. The key element of NGO human resource support development investment is finance. In 2001, the rate of public education for government budget was 19.5%¹⁴, and rate of public education for GDP was 6.5%¹⁵. In the study above, the E/T annual cost of per staff is 130,000 won, as we see the cost about 10,000 won, human resource development investment condition appears to be poor in the investigation.

Table 4.135 HRD Investment Conditioned Perception by NGO

Item	Range	Mean	Number	Std. Deviation
Gender	Male	4.11	166	.771
Local	City & County	4.15	109	.780
Job Level	Director & Manager	4.15	85	.779
Age	36~40	4.09	69	.836
Education Level	Graduate School	4.14	57	.693
Present Org' Tenure	73~96 month	4.22	27	.641
Turnover Experience	No	4.11	117	.752

According to the investigation, it is poor in City and Counties(4.15), post school(4.13), below 600,000 won (4.25), and over 60 hours.

(E). HRD of staff is more important than any other issue for the future of NGO.

Staffs highly respond to the importance of human resource development by 4.17. the importance of human resource development becomes high in the City and Counties(4.23), higher position(4.16), low education level(4.39), high experience in movement (4.46), longer labor hour(4.34), high wage(4.46), and long tenure(4.33). Table 4.136 are groups that respond highly about the importance of HRD.

Table 4.136 HRD Importance Perception by High Response Group

Item	Range	Mean	Number	Std. Deviation
Job Level	Director & Manager	4.26	85	.675
Wage	1,000,000~1,200,000	4.26	21	7.27
Education Level	High School	4.35	20	.671
Entering Org' Channel	Personal Relation	4.20	162	.712
Present Org'Tenure	97~250 month	4.33	30	.606
Action Field	Local Autonomy	4.27	26	.667

4-4-4-3 Social Assistance of HRD

The social support recognition about HRD is investigated into 2. One is the

recognition about education institute like University and post graduate school, and the other is the recognition of government support. Staffs want the positive support of government(4.20). Similarly, they ask for the support of University (3.76).

Table 4.137 Social Assistance Perception of HRD

	Mean	SD	D	N	A	SA
(A) A college and a graduate school cannot provide enough HRD of NGO.	3.76	0.6	22 6.3	82 23.6	194 55.7	38 13.8
(B) he government must support RD of NGO positively.	4.20	0.6	15 4.3	41 11.8	172 49.4	117 33.6
Total	3.98	0.6	5.3	17.7	52.5	23.7

(A). Currently a college and graduate schools cannot support necessary education to improve with a specialty of staff.

NGO staffs recognize that they are not offered education opportunity as 3.76. This recognition is high in Seoul(3.81), the manger of a group(3.84), 2 year college graduate(3.86) and a staff of turnover experience in NGO.

Table 4.138 Academic Educational Opportunity Insufficiency

Item	Range	Mean	Number	Std. Deviation
Job Level	Director & Manager	3.84	85	.687
Wage	1,000,000~1,200,000	3.89	70	.733
Education Level	High School	3.85	20	.745
Entering Org' Channel	Volunteer etc	3.78	86	.720
Present Org'Tenure	49~72 month	3.83	42	.853
Local	Seoul	3.74	145	.720

(B). The government has to support for HRD of NGO staff positively.

The staffs recognize that government support is needed in the NGO's human resources' development. It is average 4.20, that absolute support is 33.9% and support is 59.4%. 85% of them recognize that government support is needed.

Table 4.139 Governmental HRD assistance is necessary positively

Item	Range	Mean	Number	Std. Deviation
Job Level	Director & Manager	4.47	85	3.449
Wage	less than 600,000	4.98	44	4.727
Entering Org' Channel	Volunteer etc	4.43	86	3.432
Present Org'Tenure	25~48 month	4.48	93	3.306
Action Field	Woman & Religion etc	4.78	59	4.86

When we go to the local areas(4.52), higher position staffs(4.47), and long labor hours(4.78) it becomes high. The order of employment route is public employment(4.05), introduction through personal connection(4.17), and intern and volunteer(4.43), and it is high for the person who experience turnover.

Table 4.140 Gov' HRD assistance is necessary positively by local

Local	Mean	N	Std. Deviation
Seoul	3.97	145	.837
Metropolitan City	4.20	94	.811
City & County	4.52	109	3.045
Total	4.20	348	1.846

Especially, as you go from Seoul to Local areas, it is high. (see table 4.140). Welfare, volunteer(4.30) in the activity field, 36~40(4.80) in age, high school background(4.39) in education level, under 600,000(4.30) in wage, and 3 years in tenure(4.48) appear to be high.

I analyzed the staff's recognition about the HRD. The meaningful features of this analysis are: first, the use of major, developed in public education is low for staffs, and they have difficulty in specialty accumulation. In addition, they recognize that HRD investment condition is low, and thereby they strongly ask for the social support like university.

4-4-5. Result of HRD(E/T & Turnover)

This study analyze turnover rate as a result of HRD recognition of present support condition of a group. In the present support condition of a group, it analyzes E/T participants' number, total education days, and investment cost as a support of 2002 E/T.

Table 4.141 E/T Execution and Turnover Rate(2002 year)

Execution or Not	Organization Frequence	Turnover Frequence	in persons, %
			Total Staff/ Turnover Frequence
No	43(35%)	72(1.67)	6
Yes	80(65%)	219(2.74)	18.2
Total	123(100%)	291(2.36)	

Table is the analysis of 2002 education training performance and turnover rate. In 2002, the groups, which have never conducted E/T, were 43(35%). The turnover staffs were 291 in number. So, 2.36 staffs per group appear to be turnover. Under the standard of total staffs, turnover rate of a group, which has never conducted E/T is 6%, and turnover rate of a group, which has conducted, is 18.2 %. There are many studies to prove the high correlation of education level and turnover. However, the correlation of ET and turnover needs to study continuously.

4-4-5-1 E/T Participant and Turnover

If you see the table 4.142, the characteristics of E/T Participant and Turnover are: First, the groups, which have many E/T participants, show high turnover rate. (see Table 4.142) Second, as E/T participants are more, the turnover rate becomes low when we compare the total staffs with turnover rate.(see Table 4.142), Third, there are 3 reasons for high turnover rate, by 31% in the range of 6~10 education

participants and the item Table 4.142 . First, the education days of Table 4.142 per staff is 0.57 and it is low level, secondly, in the item (education days per person) it is the lowest as 3.37, and lastly, in (investment cost of E/T per staff), investment is 137.000 and compared to other group, it is low level.

Table 4.142 E/T Participant and Turnover

		N=80, Staff(Regular)=219, in year, won,				
		1~3*	4~5	6~10	11~30	Over 30
Organization	N(A)	23	25	11	11	10
Staff	N(B)	105	124	172	179	297
Turnover	N(C)	29	32	54	39	65
C/A		1.26	1.28	4.91	3.55	6.50
C/B		27.6	25.0	31.0	21.0	21.0
Ed, participant	Number(D)	51	109	99	248	1,005
	D/A	2.2	4.3	9.0	22.0	100
	D/B	.48	.87	.57	1.3	3.3
Ed, Days	Number(E)	455	1,225	582	1,176	2,492
	E/A	19.7	49.0	52.9	106.9	249.2
	E/B	4.3	9.8	3.38	6.56	8.39
Ed, Cost	Number(F)	12,730,000	26,570,000	23,580,000	37,200,000	61,090,000
	F/A	553,000	1,062,000	2,143,000	3,381,000	6,109,000
	F/B	121,000	214,000	137,000	207,000	205,000
EE Perception	**	3.0	3.2	3.3	3.3	3.1
HRD Perception	***	3.6	3.5	3.5	3.5	3.5

* E/T Participant Range.

** Employment Environmental Perception Index of Staff : lowness (1) to highness (5)

*** HRD Perception Index of Staff : lowness (1) to highness (5)

Accordingly, we can come to the conclusion that as more staffs participate in E/T, the turnover rate becomes low. In addition, we can see that turnover has deep relationship with education training days, education training cost as well as E/T participant.

4-4-5-2 E/T Days and Turnover

Table 4.143 E/T Days and Turnover

		1~10*	11~20	21~30	31~50	51~100	Over 100
Organization N(A)		11	21	14	18	7	9
Staff N(B)		36	263	145	139	80	214
Turnover N(C)		6	91	33	41	12	36
C/A		.55	4.3	2.3	2.2	1.7	4.0
C/B		16.0	34.0	22.0	29.0	15.0	16.0
Ed, participant	Number(D)	29	742	113	196	91	341
	D/A	2.64	35.0	8.0	10.8	13.0	37.8
	D/B	8.0	2.8	0.7	1.4	1.1	1.5
Ed, Days	Number(E)	100	371	392	791	522	3,754
	E/A	9.0	17.6	28	43.9	74.5	417
	E/B	36.0	1.41	2.7	5.6	6.52	17.5
Ed, Cost	Number(F)	5,570,000	39,190,000	15,300,000	23,990,000	29,700,000	47,420,000
	F/A	506,000	1,866,000	1,092,000	1,332,000	4,242,000	5,268,000
	F/B	154,000	149,000	105,000	172,000	371,000	221,000
EE Perception	**	3.1	3.2	3.1	3.2	3.3	3.2
HRD Perception	***	3.6	3.5	3.6	3.5	3.5	3.5

* E/T Days Range.

** Employment Environmental Perception Index of Staff : lowness (1) to highness (5)

*** HRD Perception Index of Staff : lowness (1) to highness (5)

In the table 4.143, the characteristics of E/T days and turnover are that first, 50 E/T days of a group a year as a turning point shows large distance with turnover (see Table 4.143), second, the groups, which have under 11~50 days, show high turnover rate by 22~29%. According to the analysis, it is because of low level in the number of education participants, education days, and education investment cost. The education days of this range are between 1.4 and 5.6 and show distance with other groups (see Table 4.143), and also in the education cost investment, they keep low level.(see Table 4.143)

Consequently, the relation of E/T days and Turnover is meaningful before and after 50 education days. Especially, in the analysis of education participation days,

4-5-5-3 E/T Investment Cost

In the table 4.144, the characteristics of E/T investment cost and turnover are that first, under the turning point of annual education investment cost, 2000,000 won of each groups, the turnover rate shows difference,(see Table 4.144 , ,) second, 25~38% turnover rate is 1 day on average in the aspect of education participation for per person, and in the education investment aspect, investment cost is only under 1500,00per staff. So, we can see the correlation between education investment cost and turnover, third, the items and belong to the investigation of the employment environment of relevant group and HRD recognition, and because they are generally low, they are high correlation with the participation of education training, education days, investment and turnover rate. Consequently, E/T investment cost affects the drop of turnover, and it shows similarity in 2000,000 won a year.

Table 4.144 E/T Investment Cost and Turnover

		Less than 500,000	500,001~ 1,000,000	1,000,001~ 2,000,000	2,000,001~ 5,000,000	Over 5,000,001
Organization N(A)		28	15	20	12	5
Staff N(B)		107	159	217	153	241
Turnover N(C)		27	61	63	31	37
C/A		.96	4.0	3.1	2.5	7.4
C/B		25.0	38.0	29.0	20.0	15.0
Ed, participant	Number(D)	122	172	270	453	495
	D/A	4.3	11.4	13/5	37.7	99.0
	D/B	1.1	1.0	1.2	2.96	2.0
Ed, Days	Number(E)	987	465	894	2,588	996
	E/A	35.2	31.0	44.7	215	199
	E/B	9.2	2.9	4.1	16.9	4.1
Ed, Cost	Number(F)	7,050,000	12,510,000	32,280,000	44,240,000	65,000,000
	F/A	251,785	834,000	1,614,000	3,686,000	13,018
	F/B	65,000	78,000	148,000	289,000	269,000
EE Perception	*	3.1	3.3	3.1	3.3	3.1
HRD Perception	**	3.5	3.6	3.5	3.6	3.4

* Employment Environmental Perception Index of Staff : lowness (1) to highness (5)

** HRD Perception Index of Staff : lowness (1) to highness (5)

4-5. INFLUENCE FACTORS OF TURNOVER

4-5-1. Introduction

The purpose of this chapter is to find out the factors, affecting the turnover of staffs. The turnover rate of NGO is high level. According to the group survey, it shows 24% turnover rate, and according to the staff survey, it shows 66% turnover. The revelation of turnover is important in terms of guidance, which can coordinate the development of human resources and resource loss.

This chapter has 3 significant meanings. One is that there is no previous study and literature about the turnover. So, this paper has the meaning as a first study about the turnover of NGO, on the basis of positive data. Another is the elements' analysis of turnover, in which turnover results depend on the samples. Because the data are offered by respective groups as a confidential condition. So, they can provide the sufficient data for attaining the goal of this study. Lastly, the report frequency in mass media is employed as one of variables. The reason is that firstly, under the circumstance that NGO has no self public information method, the report about NGO's view and activities can form the good environment. Accordingly, the continuous report about NGO activity can be an unique indicator, presenting that this group plays an significant role socially. Secondly, Report in mass media also affects the group operation. That is, it can help the reputation improvement, the reinforcement of human resource establishment, and the enlargement of financial mobility of groups. Especially, in the positive role for society, its effect rises up, and in the opposite case, its effect decreases rapidly. For staffs, report in mass media make them concentrate on the organization, improve personal confidence, and reinforce the

interchange and rights to speak. In these backgrounds, this paper will add the variables, affecting the turnover. However, this paper doesn't consider the qualitative variable of mass media, and includes only frequency.

I will process the study through classifying into 4. Firstly, establish the study model for analyzing the factors, affecting turnover. Secondly, Define variables, which can affect turnover. Thirdly, Initiate regression analysis and verification about respective variables. Lastly, interpret the result.

4-5-2. Study Form

The study model is suggested like the figure 1.4 in order to analyze the influential factor about staffs turnover of NGO. The logics of study model is as followings: Turnover result (Establish the turnover of years, 2001~2002 as subordination variable), Variable: Establish the expected variable group as a factor, affecting turnover, and use it as an independent variable. This expected variable group is divided into 5 categories; Organization Scale, Wage, Non Wage Benefit, E/T. and Local.), Output of turnover influential factors (Analyze the correlation between turnover rate and variables, and calculate the turnover influential factors after regression analysis.)

4-5-3. Definition of Variable

4-5-3-1 Organization Scale Category

The variables of group scale is the basis of understanding the group. It is difficult to find the case that group scale can influence turnover. However, the group scale of

NGO offers the social conditions, which can mobilize the finances. That is, social reputation, repetitive learning effect of group recognition, financial mobility, manpower pool and so on create a favorable environment to the group activity. The definition, contained in the group scale is as followings:

A. The number of member: total members, registered as a member of a group

B. The number of Staffs: Staffs, who get wage as full timers or part timers in the group

C. Budget scale: 2002 budget size

D. The form of organization: Network organization and Non network organization in Seoul and local areas. divided into 2: A,B,C, and D,E,F in the table 4.145. Network is in the more favorable situation than the independent type, moving individually in the aspect of finances, manpower, and information.

Table 4.145 Organization classification by Network & Independent

	Network (The Center & Branch)	Independent
Seoul	A	D
Metropolitan City	B	E
City & County	C	F

E. The article frequency of mass media: The report of mass media adds the news Search Period of KINDS and frequency number of Yonhap News. The search period is from June 1, 2001 to December, 31 in 2002. The Search period of Yonhap news is confined to the dates, from January 1 in 2001 to December 31 in 2002.

Table 4.146 News Article Search

	Daily*	Yonhap News
News Search Period	2001.7.1 ~ 2002. 12.31	2001.1.1~2002.12.31
Statistical Analysis	frequency number	frequency number

4-5-3-2 Wage Category

In NGO, wage can be seen as an actual income. If staffs don't have a side job, and do additional economy activity, it is an actual income. So, low actual income is the cause of turnover. The shift of wage is from the low place to the high place. In the most cases, low wage is the first reason of wage. Moreover, there is another study that as the wage is higher, turnover becomes low, and turnover rate can be high when individual expectation and wage are different (price, J.L & W.Muller, 1986). In this study, the standard is the monthly wage and it employs wage total amount by dividing according to the total wage recipients.

4-5-3-3 Non-wage Benefit

'Fringe Benefit' is the additional wage as a welfare of enterprise. This study define it as all rewards and service, offered to labor, apart from wage and salary. It is chosen as a variable because it represents the institutionalization of a group and stability of an organization.

A. The retirement system: Judged by just system introduction

B. The insurance fee: Calculate the insurance fee per person under the standard of total payment of 4 legal insurances in 2002 (health, employment, disaster insurance, and national pension)

4-5-3-4 E/T Category

E/T means the education and training for performing the duties, which need in the current work or future. It is proved in the considerable positive study that the

relation of E/T and turnover is high. The variables of E/T are education days, and educational training investment cost.

4-5-3-5 Local Category

There are many gaps in population, economy, and the growth of society according to the locations. But because locations are very important variables in NGO activity, they are chosen. In this paper, they are restricted into 2; Seoul and Metropolitan area, and city and counties.

4-5-4. Multi-Regression

The regression analysis is progressed as follows, and wage and cost variables are treated as log.: The correlation analysis of selected variables and turnover, Correlation analysis of variables, The composition of regression formula, The interpretation of regression result.

4-5-4-1 Correlation Analysis Between Variables and Turnover Rate

In the correlation analysis of selected variables, expected variables, can relate to the turnover, and turnover rate, it is confirmed that Budget Scale (.05 level), Wage(.05level), the news article frequency(.05 level), and organization type (0.5level) in group variables are statistically same.

Table 4.147 Correlation by Variables and Turnover

		Ed Days	Ed Cost	Wage	Budget	Memb' N	Staff N	News	Org' Type	Local
Ed Days	Pearson	1								
	Sig.	.								
	N	123								
Ed Cost	Pearson	.168	1							
	Sig.	.137	.							
	N	80	80							
Wage	Pearson	.020	.007	1						
	Sig.	.830	.950	.						
	N	120	79	120						
Budget	Pearson	.259*	-.097	.377**	1					
	Sig.	.004	.392	.000	.					
	N	123	80	120	123					
Memb' N	Pearson	.253*	-.153	.055	.392**	1				
	Sig.	.005	.174	.549	.000	.				
	N	123	80	120	123	123				
Staff N	Pearson	.237*	-.089	.145	.737**	.565**	1			
	Sig.	.008	.434	.115	.000	.000	.			
	N	123	80	120	123	123	123			
News	Pearson	.191*	-.104	.211*	.491**	.438**	.451**	1		
	Sig.	.042	.371	.025	.000	.000	.000	.		
	N	114	76	112	114	114	114	114		
Org' Type	Pearson	.127	.112	.087	.217*	.089	.188*	-.052	1	
	Sig.	.163	.325	.347	.016	.329	.038	.582	.	
	N	123	80	120	123	123	123	114	123	
Local	Pearson	.039	-.011	.313**	.379**	.223*	.264*	.398***	-.057	1
	Sig.	.665	.923	.000	.000	.013	.003	.000	.532	.
	N	123	80	120	123	123	123	114	123	123
Turnover Rate	Pearson	-.078	.102	-.211*	-.215*	-.064	-.148	-.207*	-.178*	-.137
	Sig.	.393	.368	.021	.018	.486	.105	.028	.050	.134
	N	121	80	120	121	121	121	113	121	121

** p < .001, * p < .05

4-5-4-2 Correlation Analysis Between Four Variables

Statistical similarity is confirmed In the analysis of correlation with variables.(see Table 4.148)

- Budget Scale vs Wage(.01 Level), News Article Frequency(.01 Level), Org'

Type(.05 Level)

- Wage vs News Frequency(.05 Level)

Especially, budget scale is related to all variables, and its correlation with wage and news frequency is .01level and wage and news frequency is .025. But the similarity between wage and Org' Type is not admitted.

Table 4.148 Correlation between Variables

		Budget	News Frequency	Org' Type	Wage
Budget	Pearson Correlation	1			
	Sig. (2-tailed)	.			
	N	123			
News Frequency	Pearson Correlation	.491**	1		
	Sig. (2-tailed)	.000	.		
	N	114	114		
Org' Type	Pearson Correlation	.217*	-.052	1	
	Sig. (2-tailed)	.016	.582	.	
	N	123	114	123	
Wage	Pearson Correlation	.377**	.211*	.087	1
	Sig. (2-tailed)	.000	.025	.347	.
	N	120	112	120	120

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

4-5-4-3. The Multi-Regression Equation

I hypothesize the recurrence analysis model for the turn over analysis below:

$$\begin{aligned} \text{Turnover Rate} = & a + b_1 \text{ Organization Scale} + b_2 \text{ AVE Wage} \\ & + b_3 \text{ Non-wage Benefit} + b_4 \text{ Education and Training} \\ & + b_3 \text{ Local} + e_i \end{aligned}$$

- Organization Scale : Membership Number, Total Staff Number, Budget Scale, Organization Type, The News Article Frequency.

- Wage : AVE Wage
- Non-wage Benefit : Retirement Allowance System, Per Staff of the Insurance Total Amount
- Education and Training(E/T) : Per Staff of the E/T Day and E/T Cost
- Local : Local

4-5-4-4 Results of Regression Analysis

The result of regression analysis of respective variables and turnover is seen in the table 4.149 below.

Table 4.149 The Regression Analysis Results about Turnover Influence Factors

		1	2	3	4	5
	R Square	.244	.187	.185	.110	.070
	Sig.	.277	.001	.000	.005	.014
	Adj-RSquare	.051	.141	.155	.085	.054
	Constant (T-Value)	705.69 1.379	487.581 1.337	497.592 1.378	557.624 1.487	261.925 2.326
Org' Scale	Budget	-26.158* -1.699	-22.459** -2.353	-20.913** -3.143		
	Memb' N	7.576E-05 .075	3.481E-04 .444			
	Staff' N	.596 .615	6.508E-02 .100			
	News	-1.976 -.275	-2.843 -.666	-2.125 -.529	-8.111** -2.203	
	Org' Position	-7.95 -.364	-21.758 -1.647	-21.256 -1.627	-32.375** -2.382	-70.897* -1.781
Wage	Wage	-14.099 -.378	1.806 .071	-.680 -.028	-27.607 -1.177	-154.150** -2.206
Fringe Benefit	Insurance fee for per staff	3.079 .305				
	Retirement	-7.229 -.345				
Ed & Tr	Educational Cost	5.244 .518				
	E/T Days	-39.595 -.608				
Local	Local	-3.421 -.157				

** p < .05, * p < .10

A. The variables affecting turnover are budget size, wage, organization form, and frequency of media announcement.

B. Budget scale confirms the most influential factors.

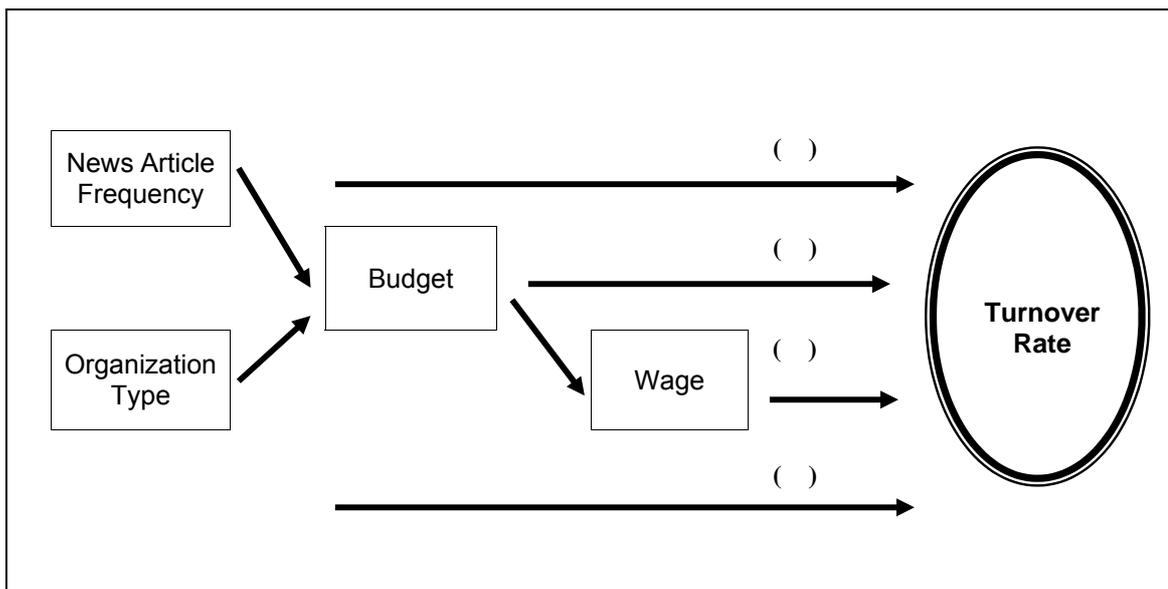
B-a. The budget size has relation with wage, organization form, and news article frequency. However, news are related to wage, but organization form is not related with news.

B-b. Decision coefficient including the variables of budget size and organization type appears higher than value(.054) including wage and organization form and this result reveals that budget size is the most influential factor. It shows that budget size can be seen as an independent variable, affecting the wage theoretically.

B-c. The budget size and the organization form show the correlation with amount, but it is difficult to explain budget size as an explanation variable of organization form because organization form is decided irregardless of budget size. Rather, it is judged that in the indirect aspect, unknown variable, affecting the decision of organization form, affects budget size.

4-5-5. Interpretation of an Influence Variable

Figure 4.2 Process of a Turnover Influence



() The budget size represents the social condition, which makes the size of

group, financial mobilization ability, and social condition, which makes financial mobilization (example: recognition degree, reputation, and human resources network), and it affects turnover rate. Especially, Network & Branch NGO of area is in a more advantageous environment than other groups in the financial mobilization and human resource mobilization by using the premium of central groups.

() The financial mobility power, revealed by budget size, represents discretionary financial ability, which can be used to rise up the wage of staffs up to the over market price, suited to the feature of non interest groups, which cannot distribute the interest to the owner of groups or manager. Under the circumstance that there is no incentive of wage rise, it will input in the wage increase. It is proved that wage increase contributes to the decrease of turnover.

() The report frequency of mass media is the unique indicator, which cannot be found in other vocational area in order to prove the turnover rate. First, in the development background of Korean NGO, the support of civil groups play an important role. In the condition that NGO doesn't have the public information measure, reporting the NGO's opinion and activities worked favorably to continuous NGO activities. Accordingly, mass media report about NGO activities hold as an unique indicator, presenting that group has a meaningful role. Second, the report in mass media directly affects group's operation of NGO, apart from role of activity. That is, it appears as the improvement of reputation, establishment of human resources network, the enlargement of financial mobility ability. Especially, in the positive role towards society, this influence rises up, and in the opposite situation, this influence goes down. For the staffs, the reinforcement of organization, the improvement of a personal pride, and consolidation of negotiation and right to speak. Consequently, it is judged that the report of mass media about the NGO's activity for

the public good contributes to the decrease of staff turnover.

() It is judged that the organization form is related to the group's institutionalization, stability and non pecuniary benefit. It is expected that in the association organization, individual group's association body, and in the branch organization, which is equipped with nationwide network, institutionalization and stability are higher than individual groups because of the institutionalization of large scaled organization, central groups, and the effect of stability. In addition, it is estimated that NGO will have a publicity chance and non-pecuniary benefit, and these things will contribute to the decrease of interest rate.

4-5-6. Summary

The variables affecting NGO's turnover appears in the budget scale, wage, organization form, and report frequency in mass media. Especially, It is revealed that budget scale is the most influential factor. In addition, this paper finds that organization form and report frequency in mass media are not influential factors of turnover in other vocational group. It is judged as an important outcome of study even though it is difficult to generalize. It is difficult to conclude about NGO's turnover with financial aspect. Even though the financial factors are significant but other factors are worked complicatedly. In fact, many staffs choose NGO because of its meaningful social activity and their value. Accordingly, turnover is the part to continue to study.

4-6. SYNOPSIS OF THE CHAPTER

This study classified it into an organization and staff of NGO and examined each present situation. We compared with staff with turnover rate in HRD of NGO, and testing did factors to affect turnover of staff with multi-regression.

CHAPTER

CONCLUSION

This chapter provides a summary of the previous chapters in this study. Conclusions, obtained from the data analysis are presented. This chapter concluded with a discussion of recommendations for the practical the implications of the findings and suggestions for further study in this area.

5-1. SUMMARY OF THE STUDY

This study is attempted firstly in the area of present situation of NGO, HRD of staff, and influential factors of turnover. Along with these, conceptual model and methods, used in this study analyze literatures and all sorts of data and develop them in order to present situation of NGO. The targeted organization of this study is KSN, representative solidarity organization of Korea, and this study includes organizations of NGO, full time staffs, and every area in the aspect of region, and various fields of society in the aspect of activity. Questionnaires, investigated were collected by the researcher through visiting, and the numbers of groups, used in study were 123 and the numbers of full time staffs were 348. Compared to KSN, targeted study organization, 35% of groups and 29% of full time staffs hold the representative features. The data gleaned from the returned questionnaires were numerically coded and transcribed for statical analysis. Statistical Package for the Social Science(SPSS) was employed for computer analysis of the data. In the analysis the multiple regression technique was used to test 'factors analysis to affect turnover'

in the present study.

5-2. SYNOPSIS OF THE MAJOR FINDINGS

5-2-1. Organization

5-2-1-1 Present Situation

a. NGO was established in 1988 about 80percentage, and at that time, the average number of group members are about 2,757. But 95% of the group numbers were below 1000, and 50% of groups were below 500.

b. 70 % of the staff numbers in groups were below 5.

c. The annual budger was 3000 million 50000, but 70% of it was 15000 million. (12,000,000 won, monthly)

d. 67% of the activity fields are concentrated on Citizen Politics-Administration (33.3%), Local Autonomy(12.2%), and Environment(22.0%).

e. The rates of organization type are Federation Organization(17%), Branch Organization(49%), independent organization(37%).

f. The rates of legal registration standard are Private Organization(61%), Association Corporation(25.2%), and Juridical Foundation(13.8%).

5-2-1-2 Staffs

a. The numbers of staff were 1,406, and regular staffs were 85% and irregular staffs were 15%. In the average of areas, the numbers of Seoul is 19, 12.5 is in metropolitan areas, and 6.2 is in city and counties. Especially, in Founding Organization, before 1987, male was 37 % of female, and after 1987, the umber of males was 78% of female's.

b. The irregular position was 24% in metropolitan areas, and Seoul and City and

Counties are composed of 9 % respectively.

c. Under the standard of female, in gender ratio, male was 65%.

5-2-1-3 Finance Structure

a. Total amount of budget is 43.6 billion won, expenditure is 42.2 billion won, and estimated budget of a group is 350 million won.

b. Financial Earning Structure is under the order of Business Benefit(30.1%), Membership Fee(24%), Fund Rising & Donation(16.9%), Project Services(13.6%), Gov' Aid(6.3%), Ad & Publicity(1.1), and Others(7.5%.)

According to the location, Seoul is under the order of membership fee(20.4), collection and support(22.1), business profit(20.3), and government support(4.61%).

In city and counties, the order is under the business profit(35.0), membership fee(21.6) and government support program(11.0).

c. The business profit of the established group before is 55%, and membership fee is 13.3%. and the membership fee of the established group after 1987 is 32.1% and business profit is 11.6%.

d. The annual membership fee is 30,700 won (about 3,000 won a month)

e. Per Staff labor costs are about 1,026,000(month), and it is 38% level compared to the other enterprises about 2,661,100won(month, 2001yr).

5-2-1-4 Wage

a. The first wage of new employer is 683,000 won(month) on average; Seoul is 818,000 won, metropolitan area is 669,000 won, and City and county are 630,000 won. The established groups before 1987 pay more 125,000 won to the average new full timer, and about 255,000 won to the full timer.

b. The average wage of full timer is 896,000 won, 872,000 won in Seoul, 947,000 won in metropolitan area, 888,000 won in city and county. Compared to the average wage of computer industry(1,824,826 won a month, in 2001, statistical bureau), it is 49.0%. In addition, Seoul has small wage, but reward of it apart from wage is higher than other locations.

c. The average wage gap between new staff and staff is 54,000 won in Seoul, 278,000 won in metropolitan area, and city and county are 259,000 won. The average wage differential is just 210,000 won, and it is formed very narrowly.

d. Under the standard of group expenditure, the wage rate of staff is 27.9% in Seoul, 27.7% in metropolitan area, and 38.1% in city and county.

5-2-1-5 Non-wage Benefit

a. Allowance: average number of allowance is 1.41, and allowance cost for per staff is 539,000 a year, and group recipients are 7.6.

b. Bonus : Under the standard of basic wage, it is 98% of per year, and 1,100,000 won for per staff. However, 55% of the groups only enforce this system.

c. Legal Insurance : 74% of groups join in the over 1 insurance; health insurance(54%), Unemployment insurance, 73%, disaster insurance, 69%, and national pension, 54%. The total insurance amount per year for per staff is 807,000 won.

d. Retirement Allowance : Only 23% enforce the retirement system.

5-2-1-6 Turnover Rate(2001~2002)

a. Nationwide turnover is 20.4% in 2001, and 24.4% in 2002. In consideration of 2.4% Korean average turnover, it is almost 10 times.

b. The turnover rate is low in the city and county compared to Seoul and metropolitan area, and it has the feature that male increases by 9.7 but rather, female becomes -4.0.

c. Compared to 2001~2002, in the group below 6 staffs, the turnover rate is 36~38%, and in the Federation Org(nation, Local) it is 9.2%, and shows high growth rate.

5-2-1-7 New Staff Employment

a. In 2001~2002, the employment rate of new staff tends to increase by 7.0%, and it is high for male by 9.3%. In the analysis of local areas, male is high in Seoul(7.4%) and metropolitan area(16.1%), and female is high by 7.2% in city and county. In addition, the employment rate of Independent Organization is 77 in 2002, and it shows the decrease of employment rate(87 in 2001.)

b. Compared to the turnover rate, generally, employment is a little higher by 0.8% than turnover rate, and generally, male decreases and female increases by 1.6%. It shows female tendency of staff.

5-2-2. Staff

5-2-2-1. The basic present circumstance

(1) The General Situation

a. Gender: male is 47%, and female is 53%. The gender ratio is 91.2. In addition, the gender ratio in the higher position and wage, male is dominant.

b. Age: the average age is 33.2; female, 34.9 and male, 31.6. According to the age

of a position, general executive assistant is 30.3, medium activists is 33.7 and manager is 37.8. In the wage level, average 1000, 000 won before and after 35 in age. In addition, in the gender ratio of the higher position and wage, male is dominant.

c. Marital Status : Single and married status is 100:97, married male is 65% and married female is 64%.

d. Education Level : In the level of educational background, 4 year degree is 72.4% and over master degree is 16.3%.

f. Major Field : It is under the sequence of Social Science(40.5%), Humanities(23.0%), and Natural Science(21%) and Teaching Profession(6.3%). It reveals that major activities of NGO focus on the social issue.

(2) Wages

a. Below 800,000 won a month is 35% in wage, over 1,000,000 won is 26%. Average wage is between 800,000 and 1,000,000 won.

b. The average wage according to the position, the wage executive assistant is about 700,000 won, manager is 8500,000 won, and director is 900,000 won.

c. To sum up, the wage of staff is low, and least gap regardless of a position, marital status, and so on in wage is the strong operation of the principle of equity.

(3) Side Job : 5.1% has side job and 50% of it can find in the director position.

(4) Wages of Spouses : 81% of spouses have the job. The wage of male spouse is about 900,000 (monthly), and spouse wage of female staff is about 1200,000 (monthly). Therefore, we can assume the financial difficulty of male staff.

(5) Professional Tenure : The average tenure of current group is 39.0, and the tenure of male is 12months longer than female. Seoul is the shortest, and county is the

longest, classifying the location. In the educational background, post graduate is longest as 51.4 and 2 year degree is shortest. While, average social movement career tenures are 55.4 Months on average. So, we can see that most staffs have social or student movement experience and the average tenures of executive assistants are 26 months, and it represents that they are inducted rapidly within 2 years.

(6) Turnover Experience : The experience of turnover in the form of Work to Work 66.3%, NGO to NGO is 27.5.

(7) Job Level : The position of staffs is divided into Staff 45.7%, Mid-Staff 29.9, Director & Manager 24%.

(8) Entering Organization Channel : Current staffs have the employment route like: 'Insider Introduction of an Organization 46.5%, Advance Employment- Volunteer, Intern etc 24.7%, Open Recruitment 26%.

(9) Working Hours : The average labour hours are 48.6, and there is no difference between male and female labour hours. However, in the educational level, low educational background staffs have more labour hours.

(10) Action Field : Male mainly work in the field of 'Citizen/Politics/Administration (38%)', and female chiefly work in the field of Environment(29%).

5-2-2-2. Employment Environment Perception

(1) Lifelong Occupation Perception

a. The current satisfaction of organization is 2.38, and it is high as the position is higher. While, in the entering organization channel, volunteer and intern are high.

b. As a lifelong job, NGO is 3.30 on average. The consideration of a lifelong job, appears to be high in the metropolitan area, over post graduate educational

background, environment(3.40), over 40(3.55), Humanities(3.44) and introduction through personal connection (3.43).

c. The social contribution is 4.27 on average, it is highly responded in the metropolitan location(4.44%), Natural Science(4.40), over 2 year diploma educational background(4.33), waged between 60~80(4.38), and mid staff aged between 36~40)

(2) Employment Environment Perception

a. The average labor intensity is 3.13. It is high in the female by 3.14, metropolitan area is 3.14, aged,36~40 is 3.57, and 2 year diploma in educational level is high by 3.43.

b. Employment stability is 3.00, and it is low in the City and County(2.88), aged 26~29(2.95), Post graduate in educational background(2.89), introduction through personal connection(2.96), and director(2.91)

c. The average duty environment is 2.78 on average, and it is low in the male(2.74), City and county(2.72), director(2.68), Natural science(2.68), public employment(2.66) and the class, which has experience turnover.

d. The wage satisfaction is 1.84 on average; Post graduate education background(1.75), and public employment (1.78) As the educational background is higher and employment route is public employment, the degree of wage satisfaction becomes negative.

e. The discretionary right in the duty is 3.74 on average and it is high in director(4.04) as well as executive assistant(3.58), and it means that general discretionary right of duty is admitted..

f. The aptitude display is 3.60 on average; City and County(3.68), aged36~40 is

3.81.

(3) Self-Development Perception

a. The self development opportunity is 3.66 on average. According to the position, manager is 6.61, in the location, metropolitan is 3.59, in the administration field, the area of civil, politics, and administration is 3.51, age between 31~35 is 3.58, in the educational level, post graduate is 3.53, and wage between 1200,000 and 1400,000 is 3,29. So, we can see that the self development opportunity tends to be low.

5-2-3. HRD of NGO' Staff

5-2-3-1. E/T

(1) E/T participant.

a. in 43(35%) groups, there is no education training , 80(65%) groups carry out E/T. The annual E/T participants of group is 1.26 on average.

b. According to the analysis of location, in Seoul, ET participants are 1.21, in city and county, they are 1.01, and in seoul, 30%, and in metropolitan and city and county, 36% doesn't carry out E/T at all.

c. In the analysis of Membership Size, over 45% of groups, below 500 members have never had E/T outcome. In addition, in the staff scale, as the scale is smaller, more E/T participants have, and the participants of a large group becomes decrease.

(2) E/T Days

a. Staffs are educated for 4.94 per year. Compared to the E/T participation of a

duty since entering the enterprise, it is about 1/5.

b. Classifying the location, County is 6.84 days, Seoul is 4.89 days, and metropolitan area is 3.06.

c. In the analysis of staff size, as staff size is smaller, the more education is carried out. participation for per staff is 7.6 days under 6 staffs, and it is 9.3days in the group, which has 15~29 staffs. In the organizational structure aspect, Independent Org shows the most days, by 9.32 days, and in the analysis of Founding Organization, groups, established since 1987 have 5.78 E/T days.

(3) E/T Cost.

a. The annual E/T investment cost for per staff, is 134,000 won. The E/T investment cost is about 27%, compared to E/T cost of enterprises in 2000.

b. It appears to be 0.3%, compared to the total expenditure of respective group.

c. In the investment cost for per staff, as the size is smaller, more costs are spent.

5-2-3-2. HRD Perception of NGO' Staff

(1) The Specialty Accumulation Perception

a. The use of major in the duty is 2.80 on average, the use of major in Humanities and Natural science is below average and in the route of employment, public employment(2.98) appears highly, and it indicates that major is the important standard of employment.

b. The response that long term work in NGO makes staff fall behind ability and specialty, compared to other jobs is 2.64 and it the frequency rate of response is 50%. However, It is admitted that ability and specialty fall behind in the Seoul(2.74),

welfare and education(2.72), the person, who experience turnover(2.69), High education and age

c. The response that because of short term career, specialty accumulation is difficulty, is 3.20, and its response is high in the metropolitan area(3.38), higher position(3.35), higher education(3.16), long tenure(3.43) and long labour hour(3.34).

(2)HRD Conditions of NGO

a. The enlargement of E/T opportunity for necessary duty is 4.26 on average, and it is high in city and county.

b. The support system of NGO human resource development is 2.41 on average, 55% show dissatisfaction and just 7% show satisfaction.

c. HRD investment of staff is 4.46; it is high in the county (4.49), manager(4.59), aged 36~30(4.49), married status (4.48), establishment member(4.57), waged between1200000~1400000(4.48), 3 years tenure(4.60).

d. The human resource investment condition towards NGO staffs is 4.03 on average, and it is a poor condition. It is investigated as poor in the county(4.15), post graduate(4.14), waged below 600,000 won (4.25), over 60 labour hours(4.20)

e. The recognition that human resource development is important most of all, is 4.17 on average. The importance of human resource is emphasized in the county, and metropolitan area(4.23 respectively), higher position(4.16), low education background level(4.39), high movement career background(4.46), more labour hour(4.34), high wage(4,46), and high tenure(4.33)

(3)Social Assistance of HRD

a. HRD support evaluation of University or Post graduate school is 3.76 on

average and it is recognized as a lack of education opportunity offer. The turnover experience is high in Seoul(3.81), the group leader(3.84), 2 year diploma (3.86), and a person who experiences turnover between NGOs

b. The NGO HRD support of government is 4.20 on average, and 85% of respondents agree.

5-2-3-3. E/T and Turnover

a. In the comparison and analysis of E/T Participant and Turnover, as more staffs participate in ET, and turnover rate becomes low.

b. In the comparison and analysis of E/T Days and Turnover, the turnover rate is low when E/T days are over 50 days and ET investment cost and scale of participants influence turnover.

c. In the comparison of E/T investment cost and turnover, when ET cost of a group is over 2000,000 won, the turnover rate becomes remarkably low. Consequently, E/T participation, education days, investment fee forms a correlation with turnover.

5-2-4. Factors Analysis to Affect Turnover

a. The variables, which affect turnover rate, are budget scale, wage, organization form, and report frequency of mass media. The budget scale, which influences turnover, is confirmed, and budget scale is related to all kinds of variables.

5-3. CONCLUSION.

We analyzed the NGO and present condition of staffs above. In addition, we analyzed the rate of turnover and E/T, which is the indicator of HRD, along with the influential factors on leaving the job. Accordingly, it concludes about the HRD of staffs, which is the purpose of this study.

NGO staffs prefer NGO as a job. However, the objective condition is not good. That is, many parts are difficult to understand. Negative ideas about NGO are found as followings (Questionnaires score index: strongly disagree(1) to strongly agree(5)) :

- 1) Consider current job as a permanent job(2.83)
- 2) The employment stability is high(3.00)
- 3) The work environment is superior (2.78)
- 4) Satisfy the current job(1.84)
- 5) The labor intensity is high(3.13)
- 6) Use the major in work (2.18)
- 7) This job is equipped well with HRD system(2.41)
- 8) The support condition of HRD of an organization is poor (4.03)
- 9) The University and Post graduate school are trained professional staffs properly(3.76)
- 10) There are not many professional staffs because of short career

In spite of negative response like this, "Do staffs consider NGO as a permanent job?" So, investigate positive response.

- 1) Does NGO highly contribute to the society?(4.27)

2) Does it have the large discretionary right of duty? (3.74)

3) Does it have the chance to develop?(3.66)

4) Can you display your aptitude in NGO?(3.60)

If say the conclusion first, 4 elements above make people prefer NGO in spite of 10 negative elements above. That is, we can summarize the preference elements of NGO that it highly contributes to the society, discretionary right is admitted, you can display your talent in this and it offers you possibility to develop yourself.

However, it is not true that current NGO doesn't offer the opportunity to develop self and realize the possibility to staffs. 35% of NGOs don't carry out E/T. Especially, the groups, which have below 500 members occupy 50%, but these groups don't educate staffs. Analyzing the groups, which carry out education, the participants of E/T were 1.26, and as the size of staffs is large, the participants in the educational training was small. Analyzing E/T days, staffs were educated for 4.94 days a year. It is the half of general enterprises. Analyzing E/T Cost, E/T cost of per staff was 134,000 won (yrs about 11.000 won a month) When we compare this with other enterprises, it is 1/5 of them, and 27% (2000 yrs). In addition, the rate of ET/ COST in the expenditure size was 0.3.

The result of HRD support(E/T) appears: high HRD(E/T) need, turnover rate, and low skill equilibrium trap:(hereafter LSET)

First of all, HRD needs are followings. 1) The equality of education opportunity should be enlarged to perform the duty well.(4.21), 2) Continuous investment of

HRD is needed for NGO activity.(4.46), 3) HRD of staffs are important for the future of NGO(4.17), 4) Government need to support strongly for the HRD of staffs.(4.20) Consequently, it is revealed that staffs are not satisfied with HRD of NGO staffs.

Next, dissatisfaction of staffs connects to the high turnover rate, and the loss of resource. As I found out in the study, the turnover rate in 2001 was 18%, and in 2002, it 24.2%(male 23.8%, female 24.4%), and it shows 6.2% increase.(see Table 4.46) It is 10 times of Korean industrial turnover rate. In NGO, until now, the turnover has more negative feature than positive feature because turnover can connect to the interruption of activity with insufficient substitute manpower, creation of low attraction environment for the new staff employment, waste of time with the absence of HRD manpower education system, the loss of an organization ability in the small scale, and additional financial burden for the collection of new staff and education. More substantially, HRD(E/T) has correlation with HRD(E/T).It is found that in the comparison and analysis of E/T Participant and Turnover, as more staffs participate in education, the turnover rate becomes low.(see Table 4.142). That is, in the number of annual E/T Participants, 1~10, the turnover rate is 27~31% but in case of over 11 E/T Participants it decreases by 21%. In the comparison and analysis of E/T days and Turnover, when the education days are over 50, the turnover rate becomes low.(see Table 4.143) That is, in 11~50 E/T days, the turnover rate is 22~34%, but it decreases by 15% in case of over 50 days. In the comparison and analysis of E/T Investment Cost and Turnover, when the E/T Investment Cost of a group is over 2000,000 per year, the turnover rate is remarkably low. (see Table 4.144) That is, when E/T Investment Cost is below 2000,000, the turnover rate is 25%~38%, and in over 200,0000 won it decreases as 15~20%, Accordingly, E/T participation, education

days, and investment cost are highly related to the turnover rate.

Lastly, there is low skill equilibrium trap: hereafter LSET. LSET in NGO is the phenomenon that on the account that organization and individuals lose the adaption and coping ability, their ability and activities are reduced and the competitive power are weakened when two extremes; one is large scaled simple staffs and small scaled high experts, appear and organization doesn't conduct HRD investment to overcome this phenomenon. Small scaled experts means the human resources, proved in the execution ability, organization management of NGO activity, on the other hand, large scaled simple staffs are the people who repeat same duty without HRD investment. In actual, if there is no systematic HRD for staffs, low experience is maintained. In this case, staffs just are instructed by seniors and ET also can be apprentice from seniors. Accordingly, it is difficult for the majority to be equipped with high skill. LSET doesn't effect the organization's activity for the short term period, and it has no burden of wage rise, and financial burden about HRD investment. So, groups lose the inducement effect and reduce the support. But from the long term perspective, LSET weakens the job satisfaction and concentration on the organization. It eventually leads turnover. In addition, the low equilibrium of human resource ability appears as the weakness of competitive power and continuous development is hindered.

If I investigate concretely, first, It deepens the imbalance of staff gender.(see Table 4.12) In the economy, female is evaluated as human resource, which can be employed by low wage. In this study of gender rate of male and female, males were 65% of females. It represents that female manpower is sacrificed for the low wage maintenance of NGO. In fact, in the level of staff position, 59 males are in the director

position, but 26 females are in the same position, this rate is 50% of male(see Table 4.53). In addition, under the standard of 1000,000won, the frequency of male and female is 94:146 and gender rate is 64.(see Table 4.53) Second, the rate of position for general staff is 45.7% (see Table 4.67) and tenure appears as 26.3 months. (see Table 4.65) the opportunity of education to study in the University or post graduate school of NGO is offered to the staffs, who are in a higher position or have high tenure. On the account that NGO is lack of financial support ability, staffs are chosen by the contribution to the organization and its standards are position and tenure. Accordingly, the staffs who work for short term periods are excluded in the outside education opportunity. In addition, as I proved above, they are excluded in E/T because of poor support. Thirdly, under the standard of E/T execution, the groups, which conducted ET shows high turnover rate.(see Table 4.141) As much as the correlation of education level and turnover rate is proved, as education increases, the turnover rate goes up in NGO. From the organization perspective, the turnover of education recipients works as investment factor of E/T. In addition, there are many negative opinions, about interview with a group leader of researcher. Therefore, we can figure out that LSET in NGO really exists.

If I investigate the cause, which affects HRD investment of NGO staffs,

First, the financial of NGO has limit. That is, if NGO input its manpower, which is used in the activity, to E/T, it should undertake the considerable sacrifice because it just hold necessary manpower. In actual, 70% of staff size of NGO is 5 people, and 95% of NGO groups have the member below 1,000. So, it is difficult to hold spare staffs(see Table 4.1). In addition, in the income structure of NGO, the

membership fee is about 24%(see Table 4.21), and in consideration of annual membership fee, 30,000 won, we can see that financial structure has the limit(see Table 4.25).

Secondly, NGO activity system focuses on the short term business. NGO is comprised as organizational combination of 4 things. Among them, professional group, which is charge of policy decision, and staffs, who develop the actual movement play an important role. Because NGO has the structure to cope with current issue even though it has planned business, it tends to focus on the short term business. Accordingly, in the business system, which should focus on the current issue, the investment towards E/T is very difficult.

Thirdly, HRD has the long term feature and It is not well protruded. Under the circumstance that the return period of HRD investment is considerably long and high turnover rate, the structure of least manpower, and poor financial structure make the future uncertain and HRD investment difficult. So, NGO concentrates on the small fixed numbers' training, and intensified investment by choosing the manpower to contribute to the group's activity, and maintenance of LSET phenomenon.

Fourths, the education basis of NGO staff is weak. The activity mode and feature are composed variously. The satisfaction of E/T demand in accordance with various features, is difficult in the reality. The most E/T is provider centered, the demand of E/T, necessary for NGO is considerably limited. So, if you want to apply to the NGO, you should need carry out another E/T contradictorily. In addition, even necessary E/T can not be adapted because of financial burden. Even though some University and

Post graduate School support, the privileged characteristics for small group are existed and even if the opportunity is , the conditions for accept such as the possibility of work partial responsibility, high tuition fee, time for the completion of post graduate study, and living cost for that period, should be satisfied.

Fifths, high turnover losses the HRD inducement effect. Work to Work of staffs is 66.3% and NGO to NGO is about 27.3% in turnover.(see Table 4.66) In 2002, it was 24%(see table 4.46). This high turnover incidence hinders the improvement of outcome through HRD. So, it makes HRD investment give up.

I analyzed the HRD present condition of HRD like this. Accordingly, HRD of NGO staffs can be concluded as followings: 85% of NGOs carry out E/T over one days per year(see Table 4.113), it invests 0.3% of annual expenditure to HRD(see table 4,120), and it invests 134,000 won (11,000 a month). In addition, because of poor financial structure, the lack of HRD infra, long term feature of effect, excessive burden of current business, and high turnover rate, it doesn't perform HRD positively. The participation number of E/T for per staff is 1.26 a year(see Table 4.113), one staff participate in E/T for 4.94 days(see Table 4.116). As a result of above, the enlargement of education opportunity for staff (4.21), continuous investment for HRD(4.46), Government aggressive HRD support (4.20) are more important than any other things. In terms of government's positive support, the need of E/T is 4.20, and on the other hand, staffs show high rate of turnover.

As a result of above, NGO has difficulty in the decrease of organization activity by high turnover, the imbalance of staff demand and supply, the aggravation of

financial burden, according to the manpower training, the aggravation of non turnover staff's duty, and the concentration lack in the work environment, low skill equilibrium trap, and interruption of business, caused by turnover.

5-4. RECOMMENDATION OF THE RESEARCH

As the first attempted study of HRD of NGO staff this study found many facts. Generally, NGO recognize the importance of HRD, but it realistically doesn't realize it. Accordingly, the result of this study provide the following recommendations, which may enhance the organizational effectiveness in the NGO in korea. We can examine the things below in the directive and indirect aspect.

a. In order to enhance the environment revision of NGO HRD, ET/ investment cost should be included in the budget establishment. Respective groups should invest cost to HRD. Even though interview is not included in the questionnaire, the groups, which include HRD cost in the budget plan, are below 10%. As the importance of HRD are admitted both organization and staffs, the first task is to provide the method to invest. In actual, we can see that turnover rate becomes low in case that E/T cost is estimated in the budget.

b. The resolution through network between regions and organizations for E/T is needed. E/T of NGO is need to distinguish into 2. First is the skill and recognition of duty, which learn from NGO activists or field activists. The most E/T needed parts of

NGO are individual groups and small scaled groups. They have usually 4~5 staffs and in this, if staffs participate in E/T for over one week, their business can be suspended. In addition, under the circumstance that E/T effect cannot be proved, they cannot carry out ET. Accordingly, realistic method is E/T through Network between regions and activity fields because first verified programs are processed, and preferred E/T task can be chosen. It can reduce financial burden Next, the acquirement of principal knowledge is needed in the particular skill of field activity. The skill of a field activity is inevitable but it cannot improve the quality of activity, and it has the limit to have competition ability. The social resources can be obtained from government, University, enterprises, but it is impossible to collect individual groups. Accordingly, It is good way that KSN is charge of this business. Therefore, it is judged that the main mission of KSN is to add the "NGO E/T service center."

c. The establishment INFRA of NGO E/T is needed. The establishment of social INFRA is suited to the public institution because the offer and management of public goods are the main role of central government and self government, and NGO should ask it positively. However, the government support should be reached in another dimension. The government support should be non financial support. Also, in case of financial support, it should be indirect support through public organization, rather than directive support. Non financial support is stable, effective and transparent. The E/T support of government towards NGO is the support through public organization, and for it, University and social education institute can be employed. It can explore various support ways like the long term dispatch of highly educated staff of self organization in Japan.

d. In order to revise the employment structure of staff, we need to enhance the NGO adaption ability. That is, suitable major for the necessary business is needed. The use of major in work is medium, and in the Humanities and Natural Science, it appears to be below average. So, it can be regarded as waste of resource, acquired for over 15 years. We can expect various expectations in the aspect of the effect of acquired resource use, fast education effect, increase of occupational stability, and the improvement of organization concentration through employment by major.

e. For the environment revision of NGO HRD, the positive revision of financial structure is needed. Especially, in the financial import structure, the revision of membership fee of 24% is needed. Membership fee is the standard of various things; the honest evaluation indicator of a group, the analysis of supporter of a group, the evaluation of group activity about meaning, and purpose ratio of financial operation. In fact, the membership fee is 80% of pure labour cost of staff. 24% of membership fee is the outcome, necessary for the realization of duty and it is judged that 24% of finances are only mobilized. In fact, if we don't consider that the duty of an organization arouse sympathy of society, collection/ supporters' association, government support of income activity can be an action to secure the insufficient finances. That is, in order to fill up the 76 needed finances, it employs the possession resource. The low membership fee is the cause of low wage like this, and it is the basis of keeping organization. In addition, as investigated, the annual membership fee of NGO is 30,000 on average, and the management of membership fee reveals problem as well. So, it is evaluated that member service of NGO is the 'red ink' business. Therefore, the rise of membership fee in the financial structure, should be the first considered sequence.

f. The professionalism of group activity is needed. Generally, NGO establish over 4 major business fields on average. In the activity area, civil political administration and self government body area occupy 45.5% of all around activities. The reinforcement of HRD of staff and group can contribute to the reduction of turnover rate. The search for the small areas and professionalism can have the positive effect in the improvement of the use of human resource, favorable environment creation to the professional manpower security in society and the improvement of public reputation.

g. There is increase of wage. Financial stability is the important factor individual as well as organization. The relation between wage and HRD has correlation with life stability of staff. The financial stability removes the cause of turnover and improves concentration. Accordingly, the improvement of duty concentration is the realization of the E/T need. Currently, the satisfaction of E/T need can up to the decision of individual. The financial stability can contribute to the E/T satisfaction of staff positively.

5-5. LIMITATION AND SUGGEST FOR FURTHER STUDY

This study is limited to Korean NGO. Therefore, it is difficult to compare with foreign NGO. Because it doesn't include every NGO and its study focuses on KSN, it excludes service area. The study periods are between 2001 and 2002, the investigated results can have the determined ones, which can affirm. However, the value of this study will be admitted in terms of NGO reality in the nationwide aspect,

analysis of HRD, and analysis of NGO turnover.

Based on the findings of the present research, the following suggestions are advanced for the future study of NGO.

First, study model, which can approach to the structure and system of the current NGO, is needed. NGO has various organization structure as much as various features. Do, we cannot express as one form. In the analysis of group's finances, the model for synthetic approach such as the principle and establishment of finances schedule, procedure, the effect of previous year's evaluation, and planned or non planned budget. Additional study about wage, and the role and contribution of fringe benefit is required. Especially, for the accuracy of study, clock like analysis is necessary, but there is no professional study institute, and it is difficult to open data, and the understanding of researcher is needed about NGO activity.

Second is the development of study model and indicator in the development of NGO HRD. In HRD, the role of national and individual dimension are emphasized. That is, the management and regulation of human resources in the national dimension, are considered as the improvement of competition and the role of individual reflects the social regression when HRD is not the subject. HRD should be studied as the circulation of accumulation, the development, implementation, practical use, the result of practical use, and outflow and loss resources. This study is only about the part of development result. Accordingly, the further study about other areas is needed.

Third, Additional study affecting the turnover of staffs is needed. The variables, affecting the turnover of staff are considerably revealed and proved. It is analyzed that

NGO has the different occupational motive and organization concentration. Accordingly, I can assume that there are factors, suited to NGO in turnover study, and 'report frequency in mass media' confirmed in this study, is the representative case. The study about other variables, along with verified cause of turnover and influential factors, is needed

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APPENDIX A

Survey Organization List

	Organization	N
Seoul	<p>Citizens' Association Against Corruption(CAAC), Citizens' Coalition for Better Government(CCBG), Citizens' Coalition for Economic Justice(CCEJ), Civic Solidarity for Open Society, People' Solidarity for Participatory Democracy (PSPD) Global Civic Sharing(GCS), Citizens' Movement for Environment Justice, Green future, Green Korea United, Korean Ecoclub, Korea Federation for Environment Movement(KFEM), Networks for Green Transport, Networks for Healthy Society, The Research Institute of the Developmentally-Abled People, Rights in Korea, Korean Sharing Movement, Buddhist Solidarity for Reform(BSR), Christian Ethics Movement Korea, Korea Women's Association United(KWAU), Korea Women's Hot Line, Korea Youth Corps(KYC), National Council of YMCAs of Korea(YMCA), Young Koran Academy(Heungsadan), Solidarity Network, Christian life Community Korea, Citizens' Action Network, Citizens' Coalition for Economic Justice Practice Buddhism, New Social Common-Good movement Coalition</p>	27
Bu-san M.C	<p>People' Solidarity for Participation and Self-Governance of Busan, Korea Federation for Environment Movement in Busan, Busan YMCA, Busan YWCA, Busan Citizens' Coalition for Economic Justice, Busan Youth Information & Culture Community</p>	6
Dae-gu M.C	<p>Green Korea United in Daegu, Taegu People' Solidarity for Participatory Democracy, Taegu Women's Association</p>	3

Kwang-ju M.C	Kwang-ju Citizens' Coalition for Economic Justice (KJCCEJ), Korea Federation for Environment Movement in Kwangju, Green Korea United in Kwangju-Jeonnam, Kwangju YMCA, Noori Culture Foundation, Kwang-ju Council of Citizens Movement, Modeungsan Protective Group Conference, Saving our agricultural village in Catholicism GwangJu, Participatory Autonomy Forum for 21	9
Dae-jeon M.C	Daejeon People' Solidarity for Participation & Self-Governance (DPSPS), Daejeon Citizens' Coalition for Economic Justice, Daejeon-Chungnam Citizens' Coalition for Democratic Media, Daejeon-Chungnam Forest for Life, Green Korea United, Daejeon-Chungnam, Korea Federation for Environment Movement, Daejeon Young Koran Academy of Daejeon, Korean Womenlink in Taejeon	8
In-cheon M.C	The Korean People's Artists Federation in Incheon, Korea Federation for Environment Movement in Incheon, Green Korea United in Incheon, Green Consumer Network in korea Incheon, People' Solidarity for Participatory Autonomy in Incheon, Incheon Solidarity for Peace & Participation, Center for Migrant Worker Human Rights in Korea	7
Ul-san M.C	People' Solidarity for Participatory Democracy of Ulsan, Ulsan Citizens' Coalition for Economic Justice, Korea Federation for Environment Movement in Ulsan, Ulsan YWCA, Ulsan Korea Women's Hot Line	5
Total(M.C)	65	65
Kyung-ki Prov	Guri YMCA, Gunpo Women Link, Suwon Women's Association, Anyang Women's Association, Hanam Civic Solidarity for Democracy, Pongtaek People' Solidarity for Participatory Democracy Self Government, jungbu People's Solidarity for Participatory Democracy, Sunghnam people democracy(SNPD)	8
Chung-buk Prov	People' Solidarity for Participation and Self-Governance of Chungbuk, Korea Federation for Environment Movement in Cheongju, Cheongju YMCA, Cheongju YWCA, Cheongju Citizens' Coalition for Economic Justice, Cheongju, Korea Youth Corps, Cheongju, Korea Women's Hot Line, Eco Education Institution 'TER', JeungPyeong Citizen Group	9

Chung-nam Prov	Dangjin People' Solidarity for Participatory Autonomy, Korea Federation for Environment Movement in Cheonan, Korea Federation for Environment Movement in Dangjin, Korea Youth Corps in Cheonan, Asan YMCA, Cheonan YMCA, Cheonan Green Consumer Network in korea, Green Korea United in Gongju	8
Jeon-buk Prov	Jeonju Citizen's Association(JCA), Jeonbuk Citizens' Coalition for Democratic Media, Jeonbuk Women's Association United(JWAU), Jeonbuk Coalition of Civic Movement, Jeonbuk People' Solidarity for Participation and Autonomy Citizen Action 21	6
Jeon-nam Prov	Gwang-yang YMCA, Yeosuo-SiMinHyup, Korea Federation for Environment Movement in Suncheon, Korea Federation for Environment Movement in Yeosu, Youth Association for Loving Naju, Youth Association for Loving Kangjin, Suncheon YMCA, Haenam YMCA, Suncheon Citizens' Coalition for Economic Justice, Yeosu Citizens' Coalition for Economic Justice, People' Solidarity for Participatory Democracy in Kwangyang, Jeonam Eastern Part Region Community Institution(Suncheon)	12
Kyung-buk Prov	Korea Federation for Environment Movement in Pohang, Pohag Women's Association	2
Kyung-nam Prov	Masan-Changwon-Jinju Citizen's Solidarity for Participation and Self-Governance, Korea Federation for Environment Movement in Jinju, Korea Federation for Environment Movement in Masan- Changwon, Kyungnam Women's Association, Changwon YMCA, Masan YMCA, Jinju YMCA, Jinju YWCA	8
Kang-won Prov	Korean Womenlink in Wonju, Korean Womenlink in Chuncheon, Wonju YMCA	3
Jejudo Prov	Jeju Citizens' Coalition for Economic Justice(JCCEJ), Jeju Solidarity for Participatory Self-government and Environmental Preservation	2
Total(Prov)	58	58
(MC+Prov)	123	123

* M.C=Metropolitan City, Prov=Province

APPENDIX B

Questionnaire 1(Organization)

.General Situation

1. Founding year : 19 year, month.
2. Membership Size : about person
3. Staff Size :
 - Regular : Total person(male : , female)
 - Irregular : Total person(male : , female)
4. Organization Type
 - 1) Independent
 - 2) Branch-organization(nation,local)
 - 3) Federation organization(nation, local)
5. Legal Registration Status;
 - 1)Private
 - 2) Association corporation
 - 3) Judicial foundation
6. Budget and Expenditure Size
 - Budget Size : about won
 - Expenditure Size : about won
7. Financial Earning Structure
 - Membership fee : about won
 - Fund rising & donation : about won
 - Project services : about won
 - Gov' aid : about won
 - Business benefit : about won
 - Ad & publicity : about won
 - Others : about won

8. Action Field

- Citizen/Politics/Administration ()
- local autonomy ()
- Vvolunteer/ Welfare/Health/Ed/Consumer/Traffic/Culture ()
- Environment ()
- Woman/Human Rights/Unification/Religion/Youth ()

. Employment Environment of Staff

1. Wage

- Starting wage(Regular Staff) : about _____ won
- Total wage Payment(2002year):about _____ won, _____ person.
- Wages decision basis

()Age, ()Gender, ()Education Level, () Business characteristic
career

- ()Family Number, ()Other NGO Comparison, ()Company Comparison
- ()NGO Career

2. Allowance

- Type: _____ unit, Number _____ person, about _____ won

3. Bonus

- yes(), No()
- Basis : The basic wages(), Wage total amount(), Other()
- The amount paid : _____ person, total _____ won.

4. Insurance

- yes(), No()
- The insurance joined : Health insurance(), Employment insurance()
Industrial disaster insurance(), National pension()
- The amount paid : _____ person, total _____ won.

5. Education and Training

- Participation : _____ person, total _____ day, Cost expenditure : _____ won.

6. Retirement allowance

- yes(), No()

- Receiver person, The amount paid : _____ won.

7. Cost of encouragement

- 2001 yr : Receiver person, The amount paid : _____ won.

- 2002 yr: Receiver person, The amount paid : _____ won.

8. An employment contract

- yes(), No()

9. Staff Employment Channel(Priority order)

() An open recruitment, () Relative introduction of an organization,

() Practice, an intern are voluntary

10. promotion necessary period

- General staff to Mid-staff : _____ month

- Mid-staff to Director and Manager : _____ month

11. Turnover Staff

- 2001 yr : Total person(male : _____, female _____)

- 2002 yr : Total person(male : _____, female _____)

12. New-hiring staff

- 2001 yr : Total person(male : _____, female _____)

- 2002 yr : Total person(male : _____, female _____)

13. Working Five-day System.

- yes(), No()

14. The location of an organization

- metropolitan city : _____

- City and County : _____

Questionnaire 2(Staff)

. Employment Environment

	SD	D	N	A	SA
1.I regard the current work as workplace for lifelong					
2.Even if I do turnover, I will work in NGO for life					
3.An intensity of labor of the current work thinks that it is higher than other work.					
4.Employment stability of my work thinks that it is high than other work					
5.in business environment of my work, I think that it is more excellent than other work.					
6.Currently my wages will be higher than other work that I can select.					
7.As for my business discretion, other work that I can select will be higher					
8.An opportunity of self- development will be higher than other workplace.					
9.My workplace can contribute to a society more in other workplace					
10. My aptitude will be displayed in the current work the bes					

* SD(Strongly Disagree), D(Disagree), N(Neither), A(Agree), SA(Strongly Agree)

. Human Resources Development Perception

	SD	D	N	A	SA
1. I am using a major to have learned at school for business well.					
2.Investment about education is continuously necessary in order to be good at my business					
3.My workplace has a HRD assistance system of staff.					
4.My HRD must be consistently invested in order to NGO activity well.					
5.Currently, as for the NGO, HRD investment conditions is inferior.					
6.Currently a college and graduate schools cannot support necessary education to improve with a specialty of staff.					
7.Tenure is done long, and a specialty and ability are more inferior to NGO than businessmen of other fields.					
8.There are a few the persons whom a NGO career is short, and had a specialty					
9.The government has to support for HRD of NGO staff positively.					
10.HRD of staff is more important than any other issue for the future of NGO.					

* SD(Strongly Disagree), D(Disagree), N(Neither), A(Agree), SA(Strongly Agree)

. General Situation.

1. Gender : Male(), Female()
1. Age :(_____)
3. Formal Education
()high school diploma, ()two-year collage, ()four-year collage
()graduate school
4. The last scholarship : (_____ Collage name, _____ Major)
5. Marital status : Single(), Married(), Divorce and bereavement()
6. A dependent : _____ person.
7. Wage level
()1~600,000 ()600,001~800,000 ()800,001~1,000,000
()1,000,001~1,200,000 ()1,200,001~1,400,000 ()1,400,001~2,000,000
8. Side job
- Yes(), No()
- If there is, it is average working hours : _____ Hours.
9. Spouse occupation status and wage level
- Yes(), No()
- If there is,
()1~600,000 ()600,001~800,000 ()800,001~1,000,000
()1,000,001~1,200,000 ()1,200,001~1,400,000 ()1,400,001~2,000,000
10. Professional tenure
- Present organization : (_____ Month)
11. Total NGO Career : (_____ Month)
12. Turnover experience
- Yes(), No()
- If there is : (_____ frequency)
13. Turnover experience : NGO to NGO
- Yes(), No()
- If there is : (_____ frequency)
14. Job Level

() General Staff, () Mid-staff, () Director and Manager

15. Entering Organization Channel.

() An open recruitment, () Relative introduction of an organization,
() Practice, an intern are voluntary

16. Working hours : Average _____ Hours,(One week)

17. Action field

- citizen. politics/administration
- local autonomy
- volunteer/ welfare. health/Ed/consumer/traffic. culture
- environment
- woman/human rights/unification/religion. youth

18. Residence

- metropolitan city : _____
- City and County : _____

APPENDIX C

A NGO related study organization

1. An Academic Society

	Establishment	Characteristics
KANPOR*	2000.11	NPO ; Examination & study, policy development, international arts and sciences interchange
KANGOS**	2000.9	NGO ; Examination & study, policy development, international arts and sciences interchange

* The Korean Association Non-Profit Organization Research

** The Korean Association Non-Government Organization Studies

2. An academic & graduate school

	Establishment (Personnel)	Characteristics
Gyeongnam University Graduate School	2000 (5)	- NGO cooperation course. - NGO specialist training(combine with theory and practical business affairs, informatization, Serve a community and a resident)
Gyeongbuk University	2000 (0)	- a Policy Information Graduate School. - Social policy and a NGO major. - Social policy alternative development and NGO activation.
Kyung Hee University	2000 (50)	- NGO graduate school. - NGO leader training (major : Social a citizen, Global Governance, NGO policy and management)
Green University	2003 (100)	- Green civilization invention and practice

Sung-Kong-Hoe University	1998 (75)	- NGO Graduate School. - NGO staff re-education, A citizen social leader Training, A NGO researcher Training, The global ability increase of a Korean NGO
SoKang University	2002 (00)	- Public policy graduate school, NGO course. - Character and management practices study of NGO(Major: Human rights, Peace, Environment, Woman, Labor etc)
Chonnam National University	2003 (00)	- NGO cooperation course (a master and doctor course) - NGO study
HanilUniversity & Presbyterian Theological Seminary	2003 (00)	- NGO policy graduate school - NGO leader training, NGO staff re-education, Local citizen social leadership developments etc.
Ewha Womans University	2000 (00)	- Social science collage (a NGO major) - Education of a NGO or international NGO action applicant and leader training

FOOTNOTE

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- ¹ Generally advanced countries such as USA and UK use the terminology of Non-Profit Organization (NPO) against profit seeking organizations such as enterprises and the third world use the terminology of non-governmental organization(NGO) comparing to Governmental organizations. Here we use NGO.
- ² If citizens' society is activated with the condition of autonomous space, NGO will be very important index expressing the activities of citizens' society.
- ³ Author judges that NGO labor market has already been established. Labor market results in the recognition of the specific field as a job. Currently, it is reported that we have 40,000 to 50,000 organizations. If we assume that the workers have 3 dependents, the population depending on the staffs in NGO is estimated as 120,000~150,000 people. It is equivalent to 0.6% of the economically activating population in 2001(22,181,000 people).
- ⁴ Generally international NGOs are classified as three generations. The first generation is the organizations which used to be social groups and then expanded to the world to organize international union such as YMCA, YWCA, LIONS and ROTARY. They exchange ideas and culture over the globe and stimulated civil consciousness. The second generation is the organizations with specialized technology and organizational power that drove international charity business such as SAVE THE CHILDREN, CCF, WV, OXFAM, CARE and MSF. The third generation is the organizations that create a new order in international society by challenging against the governmental authority such as AMNESTY, GREEN PEACE and Convention on Certain Conventional Weapons. Among them the third generation is growing fast and the second generation expands their influence on all over the globe.
- ⁵ INGO ; International Non-Government Organization
- ⁶ Vakil used essential descriptors and contingent descriptors as the criteria of NGO classification. Essential descriptors are classified as orientation and level of operation. He commented 6 orientations such as Welfare development advocacy development education networking research for NGOs. In the perspective of operational level, NGOs are classified as international NGO, national NGO and communication NGO. It proposed sectoral focus and evaluative attributes as contingent descriptors.
- ⁷ Salamon and Anheier classified NPO approaches as Legal definition Economic/Financial definition Functional definition Structure/operational definition. He proposed that structural/operational definition is the most usable approach in the theoretical and comparative study.
- ⁸ They are called as 'experts' generally, we prefer 'knowledge experts' to clarify their characteristics. Knowledge experts are those who have knowledge recognized socially such as professors, lawyers and medical doctors with professional certification.
- ⁹ Article 25.2 of Citizens' Coalition for Economic Justice Regulations.
http://www.ccej.or.kr/ccej/organization_04.html
- ¹⁰ KSN. (2001). A founding declaration. <http://www.civilnet.net/infor/rule.htm>
- ¹¹ Regular workers are 5.92 million 2000 (43.3%), and irregular workers are 7.7 million 8000(56.6%). The rate of irregular workers is on the increase.

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- ¹² According to the monthly average wage of industry, publicized by National Statistical Office in 2002, it is investigated as Education(2,137,716won), Finance intermediation & Insurance (2,646,085won), Other Community, Social & Personal Services Activities(1,893,929won).
- ¹³ KRIVET. 2001, total participation days are 28.4; Male, 30.4 and female, 26.5 on average.
- ¹⁴ The ratio of public education, for preparation of government budget, is the ration of education budget of central government budget
- ¹⁵ The ration of public education against GDP is the GDP ration of public education, in which expenditure is done by the public accounting procedure in order to support education activity and it is the basic indicator about human resource development investment.