

Investigating Factors that Affect Job Satisfaction and Life Satisfaction: Case of Relocation

By

KIM, Yoo Jeong

THESIS

Submitted to

KDI School of Public Policy and Management

In Partial Fulfillment of the Requirements

For the Degree of

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Abstract

'Geographical relocation' has been conducted to alleviate overcrowding and support balanced regional development in many countries. Recently, in Korea, the ongoing policy of relocating public organizations and building innovative cities were implemented in 2004 when the 'Special Act on Balanced National Development' was enacted. As of 2018, there were a total of 154 public institutions relocated. At a time when the effectiveness of the relocation should be measured, there has been little prior researches addressing job satisfaction and life satisfaction of relocators in the public sector in Asia. Thus, the aim of the study was to examine the determinants of job satisfaction and life satisfaction and correlation between the two different satisfactions. The study presented here investigated the following research questions: i) Does working conditions in the new workplace affect job satisfaction?; ii) Does interactivity in the new workplace affect job satisfaction?; iii) Does the social infrastructure in the new location affect life satisfaction?; iv) Does social activity in the new location affect life satisfaction?; v) Is there a correlation between job satisfaction and life satisfaction? The study collected data through an online survey and applied statistical analysis using factor analysis, regression, and ANOVA. The result of analysis support that of working condition variables, work system and development opportunity affect job satisfaction, and interactivity such as building relationship and building trust affect job satisfaction. When it comes to life satisfaction, both social infrastructure and social activity are influential factors. There was a positive correlation between job satisfaction and life satisfaction. The current study provides implications theoretically and managerially for future research on satisfaction of employees in the public sector in case of relocation.

Keywords: Job satisfaction, Life satisfaction, Relocation, Work-life balance

I. Introduction

1. 1. Background of Study

Governments push for reform once they are in power. They basically try to bring about changes in organizational structure, processes, and culture in a way that seeks greater efficiency. Halachmi (1997) argued that government has to use changes in public sector organizations and public services, in order to drive changes in national economies, and start by changing the nature of government itself (1997). Reform driven by government is carried out to enhance the performance of the organization and to achieve national policy goals such as a balanced development of the whole nation. In the process, geographical relocation of the public organization has been used as a strategy. It has been led by the nation's policymakers. Rossman (2017) points out that strengthening of political power could be more decisive parameter of capital city relocations.

In order to ease overpopulation of metropolitan cities, national agencies and public institutions were distributed to underdeveloped regions in many countries such as France and Japan. More recently, piecemeal dispersal of public sector can be seen in some countries including Mexico, Norway, Denmark (Economist, 2019). Similarly, in South Korea, the government has actively promoted measures that disperse the central government and public institutions to newly built cities in order to solve overcrowding in the Seoul metropolitan area and support balanced national development.

In case the purpose of relocation in public sector is a balanced development, success of the policy depends on settling of the employees and their families, improving performance of the relocated organization, and playing a leading role in developing regional cities. Taking this into account, successful settlement of relocators is primarily important in relocation policy and whether it is successful settlement or not can be inferred from two aspects which are job satisfaction and life satisfaction of relocators in new planned cities.

1. 2. Statement of the Problem

As mentioned above, the key to the relocation policy is the success of settlement, the improvement of organization performance, and the consequent spill-over effect to the regions where the organization is located. In this respect, it is no doubt that making environment that relocators can be satisfied with and adjust easily is crucial. Therefore, relocated organizations have implemented various support policies for relocators who are virtually forced to move to new location in terms of establishing good environment to work and live. For instance, long distance commuters are provided shuttle buses to move to their workplace. Aside from that, the South Korean government is introducing a flexible work system in which government official work intensively during office hours, shortening and adjusting working hours as needed. This move by government not only meets the needs of relatively young workers pursuing work-life balance, but also allows workers who need to move long distance to free up more time.

Despite these efforts, recently, there have been news reports (www.sedaily.com) about the turnover of government employees in South Korea, which is a phenomenon that has rarely been seen in the past. Given the finding in a past study that turnover is associated with job dissatisfaction (Cotton & Tuttle, 1986), this situation could be derived from the fact that the overall efforts of the government is not that effective and the level of satisfaction of employees is not that high. Meanwhile, some policy makers in Korea have tried to ignite the discussion about the second relocation policy without concern about employees working for organizations that are mentioned as moving agencies. In this circumstance, it is important to address the impact of relocation which is based on the various information such as the level of relocators' satisfaction in two aspects that are job satisfaction and life satisfaction.

Previous researchers (e.g., Brett & Reilly, 1988; Eby & Russell, 2000; Turban et al., 1992) stated that the relocation in general has focused almost exclusively on predictors of relocation decision making or willingness to move rather than the consequences of relocation

on post-move inclination and attitudes. Most of the past literatures on geographical relocation of workplace address intention to relocation and job satisfaction of employees in private companies (e.g. Cotton & Majchrzak, 1990), while those of the public sector are insufficient. Moreover, even though a few researchers (e.g. Fox & Krausz, 1987) explore impact of relocation on the employees of governmental organization, the scope of research is limited to job satisfaction and does not cover life satisfaction. To fill the lacuna, the present study focuses on factors which affect not only job satisfaction but also life satisfaction of employees whose workplace moved to a new planned city.

1. 3. Objective of the Study

The objectives of this study are as follows. First, the study ascertains the concept of job satisfaction and investigates factors that affect job satisfaction of relocators such as working condition, interactivity in workplace. Second, the study explores the concept of life satisfaction and addresses its determinants in new planned city. Regarding life satisfaction, the current study mainly examines social infrastructure and social activity. A prior research identifies social infrastructure including education, transportation system, which is modified by a previous research (Wong, Wong, & Mok, 2006). Lastly, the study examines the correlation between job satisfaction and life satisfaction.

The uniqueness of this study is threefold. First of all, while past literatures mostly addressed pre-move attitude to relocation and turnover intention in private sector, this study highlights post-move attitude and the psychological state of relocators in the public sector. Aside from that, this study can contribute to find implications for relocation policy, when it comes to a dearth of research on the relocation in the public sector. Last but not least, this study explores the correlation between job satisfaction and life satisfaction. In the process of literature review, it has been witnessed that most studies regarding satisfaction tend to analyze

each of them, rather than linking job satisfaction to life satisfaction.

This study provides information about how the government can improve the level of satisfaction of employees in the public sector. At a time when some are trying to discuss additional relocation, it is meaningful to examine whether only the organization's goals are highlighted, without considering individual satisfaction. Thus, current situation makes this study more important and very timely which attempts to examine the level of job and life satisfaction of relocators and elicit implications for the relocation policy.

1. 4. Development of Research Questions

From the variables identified, the following research questions have been formulated.

1. Does working conditions in the new workplace affect job satisfaction?
2. Does interactivity in the new workplace affect job satisfaction?
3. Does the social infrastructure in the new location affect life satisfaction?
4. Does social activity in the new location affect life satisfaction?
5. Is there a correlation between job satisfaction and life satisfaction?

II. Literature Review

2.1. Relocation

2.1.1. Background of Relocation

There are three types regarding relocation of the administrative capital and public institutions (Park & Kim, 2002). The first is to build or transfer collectively the functions of the central government to a specific area. The second form is the dispersion of government agencies by relocating them to different cities. The last type is the relocation of public institutions other than government agencies from the existing capital to another city. Among them, the second and the third are used as a strategy to alleviate the concentration of the large cities and to solve the regional imbalances.

Geological relocation policies of public institutions are often found in advanced countries and have been attempted mainly to curb population concentration in large cities and promote balanced regional development (Ju, 2003). The relocation policy for public institutions was initiated in the U.K (Bae, 2005). The U.K. relocated 16 national agencies and 40,900 people in the 1980s in order to alleviate overcrowding and fiscal deficits in London and revitalize the economy in underdeveloped regions. In France, about 25,000 people were relocated from 1960 to 1990 to ease overpopulation of the Paris area, and about 270 institutions and 34,000 people were distributed to eight regional cities and underdeveloped areas seven times from 1991 to 2003 (Ju, 2003). In order to solve the overcrowding in the Tokyo area, Japan decided to relocate at a ministerial meeting in January 1988 and relocated 59 national agencies by 2002 (Ju, 2003). More recently, piecemeal dispersal of public sector can be seen many countries such as Mexico, Norway, Denmark as well (www.economist.com).

Similarly, the Korean government has actively promoted measures that disperse the central government to newly built cities in order to solve overcrowding in the Seoul metropolitan area and support balanced regional development. Historically, the relocation of

public institutions in Korea was conducted in 1973, 1980 and 1985 (Ahn, 2014). The 1st and 2nd were targeted at some public institutions, and the 3rd was the relocation of some central departments to non-capital areas to decentralize central government functions.

2.1.2. Status of Relocation

In Korea, the ongoing policy of relocating public institutions and building innovative cities was implemented in earnest in 2004 when the ‘Special Act on Balanced National Development’ was enacted. As of 2018, there were a total of 154 public institutions relocated, while Sejong City and 10 innovative cities were constructed (Geum, 2018). The effectiveness of the relocation is being tried in various ways, and some have begun to address the need for the second relocation policy. Proponents argue it is necessary to reduce the polarization of provinces, while opponents demonstrate various issues raised so far, such as administrative inefficiency. In fact, as of 2018, 47.7 percent of employees from the relocated organizations had moved alone (Geum, 2018).

2.2. Job satisfaction

Job satisfaction has been defined as the “pleasure or positive emotional state resulting from the appraisal of one’s job or job experience” (Locke, 1976, p1300). In line with Locke, Wright and Davis (2003) point out that job satisfaction is regarded as the congruence between what workers expect from their job and what workers think they actually got. Some previous researchers mentioned that job satisfaction is an attitude (Fisher, 2000; Kara 2010). Job satisfaction is affective response to his/her job (Cranny, Smith, & Stone, 1992; Fisher, 2000), and psychological, logical disposition of employees about their jobs result in a positive or negative towards their jobs (Gilmer, 1971). According to Eagly and Chaiken (1993), attitudes usually consist of two components which means an affective component such as emotion and

a cognitive component including creed and judgment.

Some previous researchers made comparative studies on job satisfaction between private and public sector (Wang & Brower, 2019). In some studies (Baldwin & Farley, 1991; Rainey, 1983), public sector workers are less likely to be satisfied with their jobs than private sector workers. In contrast, other scholars (DeSantis & Durst, 1996; Steel & Warner, 1990; Wang, Yang, & Wang, 2012) suggest that job satisfaction level of public workers is often higher than that of private sector workers.

Whatever the findings, job satisfaction in the past literatures has been employed as both a dependent variable and an independent variable in various researches. In most cases, it is aimed at finding ways to enhance job engagement and job commitment and induce positive performance of organization, reducing possibility of voluntary turnover as well. Numerous studies on job satisfaction have an assumption that satisfied employees make greater contributions to the organizational performance and to long-term goal, and dissatisfied employees are less likely to be better workers in terms of the organization's effectiveness. (Naumann, 1993). While high job satisfaction is closely related to higher job performance (Judge, Thoresen, Bono, & Patton, 2001), low job satisfaction provokes a higher probability of turnover (Clark, Georgellis, & Sanfey, 1998), and lower productivity (Mangione & Quinn, 1975). Some researchers argue that job satisfaction can cause a positive organizational behavior and performance (Harrison, Newmann, & Roth, 2006).

Given the fact that turnover means dissatisfaction of employees, job satisfaction has been paid attention as a subject of organizational psychology. The reason can be seen in past literatures pointing out that job satisfaction and life satisfaction are correlated and they directly influence the psychological and physical health of employees (e.g. Filiz, 2014). According to Filiz (2014), as workers spend most of their time in the workplace, job satisfaction of workers inevitably interacts with their life satisfaction, therefore, it is meaningful that employees

perceive their work place valuable, and accordingly it makes the employees be happy and enjoy life. A person's satisfaction is an important aspect of organizational policy as well as a fundamental part of the quality of working life for the individual (Solomon & Tierney, 1977). In these studies, group harmonization and tension from job dissatisfaction are also addressed as main issues.

There are a variety of factors that has been assumed to influence a level of job satisfaction of an individual. Daley categories those factors into job characteristics and work-environment characteristics (1992). According to him (1992), job characteristics means job itself and job challenge, and work-environment characteristics includes goal setting, performance appraisal feedback, performance appraisal helpfulness, and intergroup relations. Filiz (2014) maintains that job satisfaction was related to opportunities for improvement and development, colleagues, supervisor, working conditions, being appreciated, physical circumstances, salary and personnel. Some prior research shows that personal traits and environmental determinants are critical factors (Wang & Brower, 2019).

2.2.1. Job satisfaction and relocation

In most cases of relocation, the problem is the fact that employees of the organization undertake moves that they are less than completely pleased about (Fisher & Shaw, 1994). In fact, a number of literature show that relocation can cause a threat to security derived from concerning about losing control over the properties of life (Brett, 1980; Thompson, 1981). Change and alteration tend to trigger symptom of stress due to both the serious decisions required (Janis & Mann, 1977) and the handling and familiarization (Dohrenwend & Dohrenwend, 1974; Feldman & Brett, 1983). Basically, stress level increases because of unpredictability and insecurity related with the change (Fox & Krausz, 1987).

The willingness to relocate of employees make it possible for the organization to staff

flexibly and to adjust quickly to the new surroundings (Markham & Pleck, 1986) and such intention to relocate have effect on post-move work attitudes and inclination to change their jobs (Eby & Dematteo, 2000). Some researchers (Cotton & Tuttle, 1986) argue that turnover is associated with job dissatisfaction. The perception of forced moving reduces worker's psychological investment and attachment in their organization. This is supported by a study of Summers and Holcombe as well (1990). They point out in case individuals perceive the relocation decision as involuntary, they might feel resentment against the organization and see their organization as less helpful for them (1990).

The portion of employees who comply with the policy and whether they accompanied with their families are meaningful information to government as indicators to infer the success of relocation policy. Governments try to introduce support system for their employees. On one hand, government has come up with and implemented supports to help its employees adjust to the changed environment. On the other hand, government has made efforts to make new cities a good place to live by providing various amenities. Especially, in case the location that they have moved to is a new planned city, various measures are taken to make the city a better place to live in. Therefore, if the number of employee moving with their families are less than expected, it may represent a lack of infrastructure for family moving in that past literatures regarding relocation (Fox & Krausz, 1987; Fisher C. & Shaw J., 1994) point out that workers who have to decide whether to move is strongly influenced by their family member's attitude to relocation. For example, children could be an influential element on relocation decision making (Fox & Krausz, 1987). In addition, it is supported by a Kolar's research (1977) focusing on the spouses' attitudes as a crucial factor regarding satisfaction after relocation.

2.3. life satisfaction

The definition and measures of life satisfaction in the body of literature is not that clear.

This is because individuals have their own needs, preferences, and priorities, which lead to constrain a unified definition and measurement of it. In a literature regarding satisfaction, some researchers (e.g. Yilmaz, Keser, & Yorgun, 2010) suggest that the satisfaction which is a part of life satisfaction and it means meeting the expectations, wishes, needs, desires. Ozdevecioglu states (2003) that life satisfaction generally covers individual's whole life and various aspects of the life. Life satisfaction is emotional reaction and general attitude towards life (as cited in Filiz, 2014). Diener argues that life satisfaction is people's assessment of the extent to which they are satisfied with their whole life (1994).

While some studies define life satisfaction, happiness and subjective well-being differently, others use these concepts of happiness and subjective well-being mixed with life satisfaction (Frey 2008; Veenhoven 2007, 2012; Griffin 2007). Life satisfaction as a cognitive judgement of individual's life, is commonly used in estimating subjective well-being that shows the extent to which people appreciate their lives, and happiness is also a type of indicator of subjective well-being (Wong, Wong, & Mok, 2006). Fahey and Smyth (2004) indicate that the measure of life satisfaction, happiness and other facets of subjective well-being have been restrictively accepted as a tool for the social-scientific analysis of human welfare but are still almost unique position from the psychological and sociological perspective. As happiness, life satisfaction and well-being are measurement tools for the human condition, they need to be addressed in the socio-economic context in a country (Ngoo, Tey, & Tan, 2015).

The term of quality of life is often used as material well-being which means livability and standard of living, but it can also be defined in subjective terms such as 'self-reported life satisfaction' created by Okulicz-Kozaryn (Okulicz-Kozaryn, 2013; Veenhoven, 1996). Okulicz-Kozaryn (2013) suggests that regarding measurement of quality of life, the relationship between objective aspect and subjective facet is not meaningful. According to this author, livability described as a good place to live means quality of life, standard of living or

general well-being of people in certain place including a city (2013). He demonstrates that the components of livability are infrastructure, institution, and comforts, which include transportation, education and health care, clean water and so on (2013). Some researchers (e.g. Lyubomirsky, King, & Diener, 2005) state that livability is a measure of objective quality of life and is important for business because happy people are better workers. For government, livability is important because livability cities attract competitive businesses and labor, and regional development depends on the business activation. (Economist, 2011a, b).

Many previous literatures have examined the determinants of life satisfaction, subjective well-being. This includes gender, age, income, marital status, education, the role of the government (Ngoo, Tey, & Tan, 2015). Especially, the findings vary regarding the effect of material factors on life satisfaction. While some researchers (e.g. Wong, Wong, & Mok, 2006) point out that subjective well-being measures are invariable to objective, societal conditions such as economic change, others argue that it can still be useful in cross-country study including poor countries and wealthier countries. For example, a past literature shows that the positive effect of income on life satisfaction was greater in the poor countries than the developed countries (Helliwell, Layard, & Sachs, 2011).

The present study basically examines some of determinants in past studies. Noticeably, societal condition such as wealth and social policy that is social infrastructure, security, social cohesion, trust is addressed as an element that cannot be neglected (Wong, Wong, & Mok, 2006). Especially, social policy should be paid more attention in terms of achieving higher life satisfaction in new planned city. This is because newcomers have lots of basic needs-both material and mental aspect that need to be met.

III. Theoretical Background

3.1. Assimilation-Contrast Theory

Modern organizations view organizational members as members of their customers and adopt active strategies that must be developed by understanding the needs and attitudes of members to increase their satisfaction. For instance, in studying on job satisfaction, Luke Haywood regard job satisfaction as consumption good from an economical perspective (as cited in Matiaske and Grözinger, 2011). Matiaske and Grözinger use the term of voluntary turnover in conceptualizing the demand for job quality. Given this perspective, to support this study, satisfaction theories were reviewed.

According to the assimilation-contrast theory, there are certain level of acceptance and rejection in individual's perceptions (Sherif & Hovland, 1961). If the discrepancy between expectation and outcomes is small enough to fall below the consumers' acceptance level, that person will tend to assimilate rating of the product toward his/her expectations (Yi, 1990). That is, some people with high expectations about the quality of product tend to give more favorable ratings, whereas others with low expectations tend to give less favorable ratings. However, if the disparity between expectations and result is so large that it falls below the zone of rejection, then opposite phenomenon appear and the consumer exaggerates the perceived discrepancy (Anderson, 1973).

The assimilation versus contrast controversy was fueled by a number of early studies, which appeared to support either an assimilation interpretation (Olshavsky & Miller, 1972; Anderson, 1973; Olson & Dover, 1979). A study of Anderson (1973) is particularly instructive in this regard, as it tested assimilation against contrast and even provided a rationale for the operation of both in different situations. Specifically, Anderson argued that assimilation would hold when performance was similar to expectations, or close enough so that the consumer could view it as similar, but if a customer feels a product less valuable than he expected, then he will

exaggerate the gap between the actual product and the product predicted.

3.2. Motivation Theories

Historically, there have been many studies of the factors that cause people to behave. Among them, Gallagher and Einhorn argue (1976) that Abraham Maslow is probably the most influential theorist in this area and his ideas can be seen in the work of a number of job-design theorists. According to them, Maslow postulated a hierarchy of needs within people (1976). In addition, Ikwukananne and Udechukwu state (2009) that satisfaction studies should be accompanied by addressing both content and process theories. They suggest (2009) that Maslow's and Herzberg's theories as representative content theories, have played an crucial role in understanding of satisfaction by identifying the various dimension and form of needs related to the behaviors that express satisfaction. On the contrary, process theories describe the particular needs or values most conducive to job satisfaction (Locke, 1976). According to Eccles (2003), process theorists mainly note how people's expectations about their goals affect actual performance. These theorists focus on the process that behavior of people is energized, decided on a course, carried out, and halted (Ivancevich, & Matterson, 1990). Locke mentioned (1976) that content theories try to identify the specific needs that must be met in realizing of job satisfaction. Both of two motivation theories—Maslow's hierarchy of needs and Herzberg's motivation-hygiene theory are noticeable in the field of content theories (as cited in Ikwukananne and Udechukwu, 2009).

The 'Needs Hierarchy Theory' of Maslow proposed that health human beings are motivated five basic needs: (from low to high level needs) physiological needs, safety, belongingness, esteem and self-actualization (Taormina, & Gao, 2013). Human needs are ordered, as described above, once an individual meets one need, the person moves to the next (Brenner, Carmack, & Weinstein, 1971). Herzberg, Mausner, and Snyderman published (1959)

their findings that job satisfaction and dissatisfaction must be separated into two different continua, and they argued (1959) that two groups of factors basically determine job satisfaction and job dissatisfaction respectively (as cited in Brenner, Carmack, & Weinstein, 1971). According to Ikwukananne and Udechukwu, unlike Maslow's theory, Herzberg's 'motivation-hygiene theory' argues that job satisfaction and job dissatisfaction are caused by different determinants, which means that satisfaction is a product of motivators, while dissatisfaction is born of hygiene factors (2009). Herzberg described motivators as intrinsic factor and addressed hygiene factors as extrinsic element, and he clearly distinguished satisfaction from dissatisfaction (Herzberg, 1996). Furthermore, Herzberg argued that the motivator factors are associated with psychological growth, whereas the hygiene factors are related to physical and psychological pain avoidance (Herzberg, Mausner, & Snyderman, 1959). That is to say, the motivator corresponds to Maslow's higher desire for respect and self-actualization that is directly related to job itself, achievement, recognition, responsibility, advancement, learning (Brenner, Carmack, & Weinstein, 1971; Ikwukananne and Udechukwu, 2009). And then the hygiene factors correspond to Maslow's desire for a lower level of physiological, safety, and social relations, which means external and physical elements including company policies, management, supervision, wage, interpersonal relations and working conditions (Brenner, Carmack, & Weinstein, 1971; Ikwukananne and Udechukwu, 2009).

3. 3. Equity Theory

Historically, customer satisfaction study has been based on the equity theory (e.g., Fisk & Young, 1985; Mowen & Grove, 1983; Swan & Oliver, 1985). The equity theorists assert that consumers usually compare the ratio of output to input with that of people who have a relationship with them. (e.g., Adams, 1963). The basis of comparison is the equity level. The degree of equity is determined by comparing between what they received and what the others

received in view of their respective inputs (Yi, 1990).

Fisk and Young (1985) tested the equity theory by disconfirmation of equity expectations as a source of causing consumer dissatisfaction. Oliver and Swan (1985) found that both inequity and disconfirmation are influential factors for satisfaction. This finding suggests that the equity theory might be complementary to the effects of disconfirmation (cf., Swan and Mercer 1982).

IV. Hypothesis Development

The study attempts to measure the level of job satisfaction and life satisfaction of workers in public sector after relocation and find out their determinants. In addition, given the fact that work is an important part of life, the correlation of job satisfaction with overall life satisfaction is examined as well. In this study, satisfaction is measured in two aspects. One is the satisfaction affected by extrinsic elements such as work itself, work-related system, and social infrastructure. They are not under the individual's control. The other is the satisfaction which is derived from interactions with other members of workplace and social community. This satisfaction is associated with building a positive human relationship regardless of whether it is work-related or not. This study consult person-environment fit framework suggested by prominent researchers (e.g. Kristof-Brown, Barrick, & Stevens, 2005) This approach addresses the compatibilities of an worker with organizational elements such as supervisors and colleagues which is work-related environment aspect when it comes to interrelation between employees and their environments (Wang, & Brower, 2019). In the current study, individual-job compatibility is represented as 'working condition' variable, and individual-group compatibilities and individual-supervisor compatibilities are integrated into the 'interactivity' variable.

As explained above, this study exploits two casual structures. In the first structure,

independent variables are working condition and interactivity, and dependent variable is job satisfaction. The second causal structure is correlation of expected predictors which include social infrastructure and social activity and life satisfaction. So far, a variety of factors have been received attention in literatures, but the present study focuses on only a part of them which would be more meaningful in terms of relocation. For example, monetary elements which are commonly addressed in a huge body of literatures (e.g. Williams, McDaniel & Nguyen, 2006; Green & Heywood, 2008; Singh & Loncar, 2010) is not selected as an important variable. Instead, the current study employs significant variables that are believed to have a direct impact on job satisfaction and life satisfaction in case of relocation. For instance, demographic variables such as age, distance to the relocation, marital status, and occupation of spouse are addressed in a study by Ehrenberg and Smith (1985). Greenwood also suggests that these variables are related to employees' decisions about geographical relocation (1975).

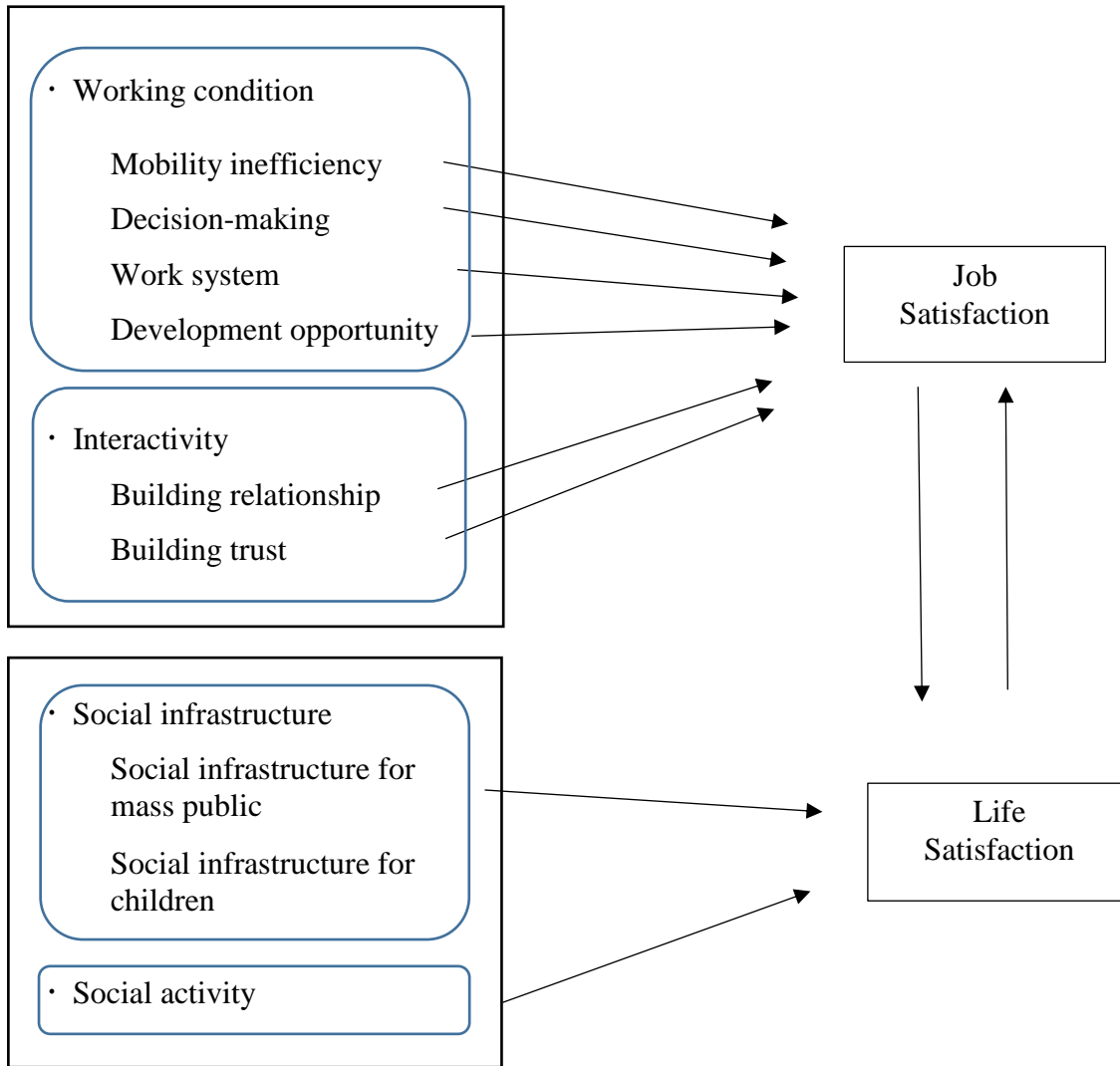


Fig. 1. Schematic diagram of analytical model to verify eleven hypotheses of satisfaction.

4. 1. Working condition

4. 1. 1. Mobility inefficiency

Since relocation, many employees have experienced long-distance commuting and business travel. Psychological and sociological researches have traditionally focused on stress as a phenomenon in the world of work and society (Gottholmseder, Nowotny, Pruckner, & Theurl, 2009). An extensive psychological literature shows that long commutes and congestion can cause stress (Wener, Evans, Phillips, & Nadler, 2003; Schaeffer, Street, Singer, & Baum, 1988). They demonstrate that stress causes the organizational cost such as reduced labor

productivity, higher job turnover and absenteeism (1988). On the contrary, employees who live closer to their workplace would be able to reduce commuting time and stress arising from commuting.

In case of Korea, the plan to relocation of public institution and government did not include major agencies such as the national assembly, and government employees are often facing work-related travel to have a meeting with them, but frequent business trip can generate employees' fatigue and stress. For this reason, the following hypotheses are proposed

H1. Mobility inefficiency affects job satisfaction

4. 1. 2. Decision-making process

Several researchers argue that since the geographical relocation, the quality of policy and the process of decision-making have changed (Kim, & Lee, 2017). They indicate that the concern has been raised about the deterioration in policy quality due to frequent business trip and weakened interaction (2017). Furthermore, they point out that this phenomenon can be serious when non-standard and non-programmed decision which requires long-term view and macro perspective should be made (2017). For instance, the quality of decision making has been declined mainly due to a lack of in-depth discussion including group meeting. Even though organization encourages to use information and communication technology such as mobile messenger and video conferencing other than business trip for face-to-face meeting, it has not been verified whether it is effective enough to replace face-to face meeting. Based on the argument about the degrading completeness of decision making after relocation, this study proposes following hypothesis.

H2. Decision-making process affects job satisfaction

4. 1. 3. Work system

The growing interest of individuals in quality of life, including quality of work life, is reflected in the growing social concern of organizations, and this trend is significant for organizational behavior and the management of organizations (Wiggins, & Steade, 1976). Especially, since 1970s, new forms of flexible working-time patterns such as flexitime systems or time off in lieu of overtime, have been discussed intensively in the literature (Krings, Nierling, Pedaci, & Piersanti, 2009). This concept is based on industrial democracy, right of citizenship including free speech within the workplace, and emerging concept of ‘social justice’ (Wiggins & Steade, 1976).

It is relatively recent that the work system has received a lot of attention in Korea. The organizations are encouraging employee to choose work system such as setting intensive working hours in order to enhance work efficiency and compatibility between work and life. In addition, Greater freedom of action has been recognized as a prerequisite for satisfactory working conditions of bureaucratic system in the field of humanistic organizational psychology (Matiaske, & Grözinger, 2011). Therefore, the present study hypothesized that work system would be crucial and meaningful predictors of job satisfaction.

H3. Work system affects job satisfaction

4. 1. 4. Opportunity of development

Some management scholars (e.g. Carless 2005; Edward, 1991) focus on the vocational compatibility in terms of the match between employee’s knowledge, abilities and demands of an employee for skills, abilities to carry out the job. Edwards conceptualizes the compatibility between individual and job in two ways (1991). The first one is if a person has relevant knowledge, skill, and ability to accomplish his or her job, it is more likely that a person is satisfied with the job (1991). The second is if a person’s need, desires or preferences are met

by the job, then it is likely he or she has good compatibility with their job (1991). As such, job satisfaction is associated with the opportunity to achieve the task through the exercise of individual's knowledge and abilities, and to cultivate individual's knowledge and skills to achieve the goals of work. In addition, Matiaske and Grozinger argue that acknowledgement and skill advancement are demonstrated as prerequisites for job satisfaction (2011). Given these arguments, this study proposes following hypothesis.

H4. Opportunity of development affects job satisfaction

4. 2. Interactivity

As most position requires interpersonal interactions with group members, interpersonal compatibility between individuals and their work group members is meaningful (Kristof, 1996; Werbel & Johnson, 2001). According to Bertalanffy (1972), individuals are nested by work experience in organizational systems as work environments. Job satisfaction focuses on the work environment in specific area of job where an individual carries out his or her tasks (Mowday, Porter, & Steers, 1982). Work attitude including satisfaction is advanced by having relationship with other members of workplace (Salanick & Pfeffer, 1978) and the context of the work environment is multi-dimensional with the major constructs being job/task characteristics (Rousseau, 1978). In addition, value congruence (teamwork) between coworkers is assumed as a meaningful factor for organizational performance in the public sector (Brewer & Selden, 2000) and is associated with job satisfaction and work attendance (Adkins, Ravlin, & Meglino, 1996). Given these arguments, this study assumes that interactivity in workplace is associated with job satisfaction.

H5. Building relationship at workplace affects job satisfaction.

H6. Building trust at workplace affects job satisfaction.

4. 3. Social infrastructure

Significant researches show that good governance and government's role is crucial in reducing inequality, improving welfare and people's quality of life, and enhancing their life satisfaction through provision of public goods (Kim & Kim, 2012; Ott, 2011; Basley & Coate, 1997). The finding that the role of government affects the individual's quality of life is supported by various theories such as neo-classical economics theory and public choice theory (Ngoo, Tey, & Tan, 2015). In fact, the government designed relocation policy in ways that can provide the living environment which come close to that of large city where people lived before moving. Thus, the current study hypothesized that social infrastructure such as public transportation system and schools would be crucial and meaningful predictors of life satisfaction. Especially, the study set up two hypotheses by dividing social infrastructure into two categories which means amenities for mass public such as public transportation and shopping center, and facilities directly related to upbringing children.

H7. Social infrastructure for mass public in new location affects life satisfaction.

H8. Social infrastructure for children in new location affects life satisfaction.

4. 4. Social activity

Many previous researches (e.g. Guarnieri, Smorti, & Tani, 2015; Lim & Putnam, 2010; Sirgy & Cornwell, 2002) show that interaction with other people is positively related on life satisfaction. A number of studies demonstrate that balancing autonomy and relevance in terms of establishing relationship with major social partners seems crucial when fundamental indicators of subjective well-being are developed (Ma & Huebner 2008; Nickerson & Nagle 2005; Wei, Liao, Ku, & Shaffer, 2011). Some researchers (e.g. Paterson, Field, & Pryor, 1994; Terry & Huebner, 1995) claim that attachment relationships with parent and peer are important

indicators to life satisfaction and well-being. In addition, numerous studies regard social networks created in religious groups as the great source of well-being (e.g. Krause, 2008; Inglehart, 2010). Based on these arguments, the following hypothesis is proposed.

H9. Social activity in new location affects life satisfaction.

4. 5. Job satisfaction and Life satisfaction

Work is viewed as more than means of living. Many researchers have shown that correlation between job satisfaction and life satisfaction. In fact, the effects of work and job satisfaction on life satisfaction have been addressed in past literatures to different extents (Bass & Bass, 1976; Biderman & Drury, 1976) Matiaske and Grozinger see job satisfaction as an indicator of individual's welfare in measuring quality of life beyond the economic social product (2011). Wiggins and Steade (1976) point out that quality of life depends on an acceptable total-life pattern that include increased satisfaction in the job segment. Especially, for those who move to new planned city and need to adjust to unfamiliar environment, settlement conditions have great impact on life satisfaction. In addition, some prior researchers (e.g. Fox & Krausz, 1987) state that family member's attitude to moving is crucial element to relocation decision-making. If there are family members who need to go to work and school, the family is an important variable in determining relocation. It shows that employee can end up choosing turnover mainly due to family life, which means the possibility of correlation between life satisfaction and job satisfaction. Taking this account, the study proposes the following hypotheses.

H10. Job satisfaction affects life satisfaction.

H11. Life satisfaction affects job satisfaction.

V. Methodology

The purpose of this study is to investigate determinants of job satisfaction and life satisfaction of relocators. As mentioned above, many public organizations in South Korea have been relocated since 2012. Among various cases, the present study focuses on employees of public organizations which have moved to Sejong City including government officials and employees in public institutions. Sejong is a new administrative capital located 100km away from Seoul and consists of modern buildings providing the quality work environment. Thus, employees should adjust to changed circumstances of workplace and are required to move their residence to Sejong and its surrounding region.

The study used survey methodology. 109 participants are randomly selected from employees working in Sejong. The survey was distributed to 135 people, and a total of 109 respondents completed the survey, showing a response rate of 80.7 percent. In order to collect data, this study uses a survey through an online channel. The online survey was conducted based on the platform called Qualtrics, which creates an online link so that the questionnaire can be easily distributed through such means as messengers, SNS. The survey comprises 38 questions regarding work condition, living environment, demographic information, and so on. A 5-point Likert scale was applied with 1 = Strongly Disagree and 5 = Strongly Agree. To measure a reliability of variables for a multi-item scale, Cronbach's alpha was applied.

Quantitative methods such as factor analyses and regression analyses (both simple and multiple regression) was applied to measure the job satisfaction and life satisfaction affected by following factors: working condition, interactivity, social infrastructure and social activity. Furthermore, additional findings included with the result of Chi-square, *t*-test, the analysis of variance (ANOVA).

VI. Data Analysis

A total of 109 employees working in Sejong responded to the survey. Participants consisted of 57 women and 52 men, and 67.9% were married and 32.1% were unmarried. Among those married, 9.5% had no child, 39.1% had one child, 44.6% had 2 children, and 6.8% had three or more children. In terms of children's age, respondents who bring up children under the age of 8 was 17.5%, employees with 8-13 children were 25.0%, participants who have 14-19 children was 17.5%, workers with children aged 20 or over was 17.5%. Of the sample, 64.3% transferred their residences in the boundary of new city Sejong, and 23.2% did not change their places and stayed at Sejong only on weekdays, lastly 12.5% lived outside of Sejong City. When it comes to age, 9.2% of the participants were in their 20s, 25.7% were in their 30s, 44.0% were in their 40s, and 22.1% were greater than or equal to 50. 59 respondents were double income family, which was almost 80% of the 74 married people. With respect to annual household income, 11.9% earned less than 40million won, 16.5% less than 60million won, 32.1% less than 80million won, and 39.4% earned greater than or equal to 80million won. With respect to educational background, 56.9% had master's degree or higher and 40.4% had a bachelor degree, and the rest were a high school or a two-year college graduates. In terms of working period, 22.0% employees had 5 years or less of work experience, 39.5% had 6-15 years, 26.6% had 16-25 years, and 11.9% had more than 26years working period. Especially, with regard to working experience in Sejong, 12.6% had 1 year or less, 15.3% had 2-3 years, and 32.4% had 4-5 years, 39.6% employees had 6-7 years of working period. After relocation, 86.6% has taken a business trip, and 24.1% has taken business travel once a month, 33% has twice a month, 18.8% has once a week and 10.7% has twice a week.

The study applied factor analysis to check the validity of the major construct. Using principal components analyses as the extraction method and Varimax rotation methods with Kaiser Normalization, the most relevant data emerged. The results of factor analysis successfully represented the major constructs with Eigen values greater than 1.00 (Cho, 2017).

In the study, each variables associated with hypotheses was highly supported by factor analysis.

Table. 1. Component Matrix: Factor Analysis for the Effect of Working Condition on Job Satisfaction

Factors	Scale Items
MOBILITY INEFFICIENCY 1	I feel a burden on my commuting time
MOBILITY INEFFICIENCY 2	I think that business trip makes working condition inefficient
DECISION MAKING 1	I think that there is lack of communication due to reduced face-to-face meeting
DECISION MAKING 2	I think that interaction via ICT has limitation in communicating for decision making
WORK SYSTEM 1	I think I often use flexible work system in accordance with my wish
WORK SYSTEM 2	I think I spend more time with my family and friends after relocation
DEVELOPMENT OPPORTUNITY 1	I don't think I have more chances to do task that fit my expectation.
DEVELOPMENT OPPORTUNITY 2	I feel a lack of motivation for personal development in new location

Table. 2. Component Matrix: Factor Analysis for the Effect of Interactivity on Job Satisfaction

Factors	Scale Items
BUILDING RELATIONSHIP 1	I hardly meet co-workers after work for casual dinner after relocation
BUILDING RELATIONSHIP 2	I think I have less opportunity to enhance building relationship with my colleagues.
BUILDING TRUST	I think that trust level is somewhat decreased due to lack of communication

Table. 3. Component Matrix: Factor Analysis for the Effect of Social Infrastructure on Life Satisfaction

Factors	Scale Items
SOCIAL INFRASTRUCTURE FOR MASS PUBLIC 1	I am not satisfied with the accessibility of hospital
SOCIAL INFRASTRUCTURE FOR MASS PUBLIC 2	I am not satisfied with the quality of hospital

SOCIAL INFRASTRUCTURE FOR MASS PUBLIC 3	I am not satisfied with the convenience of public transportation
SOCIAL INFRASTRUCTURE FOR MASS PUBLIC 4	I am not satisfied with the accessibility and quality of shopping facilities such as large retailers and department stores
SOCIAL INFRASTRUCTURE FOR CHILDREN 1	I am not satisfied with the accessibility and quality of childcare facilities for infants
SOCIAL INFRASTRUCTURE FOR CHILDREN 2	I am not satisfied with educational environment for middle and high school students.

Table 4. Component Matrix: Factor Analysis for the Effect of Social Activity on Life Satisfaction

Factors	Scale Items
SOCIAL ACTIVITY 1	I feel like I've been disconnected from my friends since relocation
SOCIAL ACTIVITY 2	I have difficulty connecting others in new location
SOCIAL ACTIVITY 3	I have less chance to involve in church or club activities in new location

In the current study, regression analyses using factor scores was conducted in order to prove hypotheses. Table 5 presents the result of regression analysis for the effects of working condition on job satisfaction. As Table 5 shows, work system and development opportunity significantly affect job satisfaction, while decision-making and mobility inefficiency were not significantly related to job satisfaction. In terms of decision-making and mobility inefficiency, the correlation with job satisfaction was statistically negligible. The result of ANOVA found the model significant at the level of .01 with $F=17.048$ ($r\text{-square} = .391$). As shown in table 5, hypotheses H3, H4 were accepted and hypotheses H1, H2 were rejected.

Table 5. Effects of working condition on job satisfaction

Variable (Independent → dependent)	Standardized Coefficient (t-value-Sig)
Mobility Inefficiency → Job Satisfaction (H1)	0.032 (0.410)
Decision Making → Job Satisfaction (H2)	0.097 (1.190)
Work System → Job Satisfaction (H3)	-0.305 (-3.944***)
Development Opportunity → Job Satisfaction (H4)	0.456 (5.639***)

*** Significant at 0.01 level (2-tailed)

The study also examined the effects of interactivity in workplace on job satisfaction of relocated employees. As seen from the table 6, the results of regression analysis find the models significant at the .01 level with $F = 26.360$ ($r\text{-square} = .328$). Based on the findings, H5, H6 were accepted. Building relationship and trust affect job satisfaction.

Table 6. Effects of interactivity on job satisfaction

Variable (Independent → dependent)	Standardized Coefficient (t-value-Sig)
Building Relationship → Job Satisfaction (H5)	0.369 (4.245***)
Building Trust → Job Satisfaction (H6)	0.309 (3.559***)

*** Significant at 0.01 level (2-tailed)

Table 7 indicates the outcomes of regression analysis for effects of social infrastructure for mass public and social infrastructure for children, social activity on life satisfaction. According to the results of analysis (ANOVA), the model was significant at the level of .01 with $F = 48.909$ ($r\text{-square} = .583$). Even though all independent variables were related with dependent variable which means hypotheses H7, H8, H9 were accepted, the extent to which each variable affects life satisfaction was not equal. Among three independent variables, social activity used in H9 had the greatest effect on outcome variable, followed by the greater effect of social infrastructure for mass public in H7, and social infrastructure for children used in H8 had the least effect on dependent variable.

Table 7. Effects of social infrastructure and social activity on life satisfaction

Variable (Independent → dependent)	Standardized Coefficient (t-value-Sig)
Social Infrastructure for mass public → Life Satisfaction (H7)	0.370 (5.355***)
Social Infrastructure for children → Life Satisfaction (H8)	0.244 (3.864***)
Social activity → Life Satisfaction (H9)	0.473 (6.825***)

*** Significant at 0.01 level (2-tailed)

Furthermore, the current study found the correlation between job satisfaction and life satisfaction. With regard to the effect of job satisfaction on life satisfaction, the model is significant at the level of .01 with $F = 79.004$ ($r\text{-square} = .425$). In addition, in case of the effect of life satisfaction on job satisfaction, the results of the ANOVA found the models significant at the level of .01 with $F = 79.004$ ($r\text{-square} = .425$). The result of these regression analyses appear in Table 8.

Table 8. Effects of job satisfaction on life satisfaction/ Effects of life satisfaction on job satisfaction

Variable (Independent → dependent)	Standardized Coefficient (t-value-Sig)
Job Satisfaction → Life Satisfaction (H10)	0.652 (8.888***)
Life Satisfaction → Job Satisfaction (H11)	0.652 (8.888***)

*** Significant at 0.01 level (2-tailed)

VII. Conclusions

7. 1. Discussions

This study focuses on the factors that affect job satisfaction and life satisfaction and the correlation between job satisfaction and life satisfaction. Moreover, the present study points up the weakness of numerous prior researches on job satisfaction and life satisfaction in the case of relocation. Based on the survey data analysis, the findings of this study show that a considerable number of independent variables used in this study were correlated with dependent variables, without two factors which were mobility inefficiency and decision-making. When it comes to job satisfaction, of the working condition variables, work system and development opportunity were significantly correlated with job satisfaction. All of the interactivity variables which were building relationship and building trust were found to be reliably related with job satisfaction. An opportunity for development. These findings can be understandable

In regard to life satisfaction, social infrastructure variable which consisted of social infrastructure for mass public and social infrastructure for children affected life satisfaction. Social activity variable was significantly related to life satisfaction as well. Among three factors, social activity was most strongly linked to the life satisfaction, the influence of social infrastructure for mass public on life satisfaction was relatively somewhat weak, and social infrastructure for children such as school was the least influential factor in life satisfaction. The finding of correlation between social activity and life satisfaction proved the results of previous study (e.g. Guarnieri, Smorti, & Tani, 2015). The difference between social infrastructure for mass public and social infrastructure for children in the influence on life satisfaction may have been reasonable in terms of the characteristic of participants. 66% of respondents were in their 40s and older, which means that their children have already grown up and they did not require social infrastructure for children. Thus, they could be more sensitive to social infrastructure for mass public including public transportation. The correlations between job satisfaction and life satisfaction is consistent with the findings of previous researches (e.g. Near, Rice, & Hunt, 1978).

Additionally, the study showed life satisfaction could be different based on places people live. The study examined three groups, which means employees who moved to the new city, people who did not change their places, and lastly workers who stayed only on weekdays in the new city. According to the analysis, the level of life satisfaction was not equal among three groups.

7.2. Implications

This study points to meaningful implications in both theoretical and managerial aspects. When it comes to theoretical side, the study clearly showed that the role of government is important in the level of satisfaction in both work and life, which is consistent with current

theories (e.g. neo-classical economics theory and public choice theory) and previous researches (e.g. Ngoo, Tey, & Tan, 2015). In fact, many scholars agree with the opinion that the subjective assessment of quality of life is crucial in keeping development of government administration (Poister, & Henry, 1994; Gold, & Wooldridge, 1995; United States Merit Systems Protection Board, 1991) With respect to the body of literature, past researches on geographical relocation of workplace addressed the cases of private companies such as pre-move attitude and turnover, meanwhile only a few researchers explored the impact of relocation on the employees of governmental organization and the scope of research is limited to job satisfaction and does not extend to life satisfaction. Furthermore, the present study covered the relationship between job satisfaction and life satisfaction and found out the correlation between them

In addition to that, main purpose of this study is to find out predictors of job satisfaction and life satisfaction of relocators in public sectors for reference to the future policy as well as for improvement of the present level of satisfaction. In this context, managerial implications are as follow. Most of all, in order to increase job satisfaction, work system and development opportunity should be improved. Based on the analysis, the recent increase in the case of turnover in the public sector may be due to the rigid work system and the underestimation of the potential for future development. The influence of mobility inefficiency and decision-making process on job satisfaction is not significantly supported by the result of data analysis, but it doesn't mean that these variables are not crucial in the organizational management. In fact, a considerable number of respondents felt a lack of communication due to a reduced face-to-face meeting, and even though organization has encouraged a communication through video conferencing, they believed an interaction via ICT is not enough to deal with their task. Thus, measures should be designed in a way that make the decisions-making process more efficient and does not deteriorate the quality of decisions-making, in order to settle down the current relocation policy, and if needed, to prepare the second relocation policy.

Aside from that, government should design relocation policy in a way that relocators and their families can be satisfied with physical and psychological environment in a new planned city. In order to the goal of balanced national development, it is necessary to create decent residential conditions and quality social infrastructure including transportation, education and hospital for workers with their spouse and children. In fact, a numerous previous researches point out that familial consideration is very influential on the intention to move, and as seen from the present study, circumstances for upbringing children and living environment is significantly affect life satisfaction of employees. Especially, social activity is strongly linked with life satisfaction. That means the need to create a variety of social activities other than working life, and for the spouse who does not even have an occupation it could be very crucial point for their life satisfaction.

Lastly, based on the correlation between job satisfaction and life satisfaction, government should consider measures than can improve both job satisfaction and life satisfaction. This is because job is not only a means of living but also an important part of an individual's life. In Korea, a culture that pursuits work-life balance which is a state where individual's work and life are in a harmony is getting stronger. With the changes in values regarding work and the trend of lifestyle diversification, work and life balance was recognized as a strategy that could be co-prosperity for both businesses and individuals, as it could be used as a way of improving the quality of life to secure competitive advantage in the corporate position. Given that work and life balance improve employees' satisfaction with their work and loyalty to their job, organization introduces and operates a system or program that takes care of employees' lives, even in order to secure excellent human resources. In this light, there is one thing that should be aware of. Some believe that the term of 'work and life balance' reflects a view that divides work from life in a dichotomous way, and furthermore, work is bad and things other than work is good. However, as indicated from the result of data analysis, job

satisfaction and life satisfaction is closely related to one another, and accordingly, this perspective can increase the bilateral conflict.

Job dissatisfaction in public sector is a serious problem, because government officials have played an important role in developing whole country. Even though the role of private sector has been bigger and bigger, public sector is still important. Moreover, this time is when some policy makers and provinces in Korea have mooted the need for establishing the second relocation policy. Especially, it may be a problem that only the goals of the organization are highlighted, rather than the needs of the members of the organization. In this situation, the outcome of the change is not going smoothly in the direction expected. Therefore, in order to increase of productivities and efficiency of organization and achieve the goal of balanced regional development, satisfaction of members should be carefully considered.

7. 3. Limitation of study and future research

While this study point to important elements for job satisfaction and life satisfaction, the study has several limitations. First, the sample size was small and there would be population specification error in this study. The study selected 109 samples from 7 government departments and public institutions in Sejong. About 70% of respondents were mainly from the agencies that have moved for 4~7 years. As there are more than 50 public organizations in Sejong, the size of sample was quite small, and the respondents of the research would not fairly represent whole relocators of various ministries and public institutions. Since various government departments were relocated to Sejong City at different times, employees have not lived in the city for the same period of time, which means they may have different perception about work and life in the Sejong City. For instance, people who moved to the city earlier may not tend to express dissatisfaction because they have move early and have already adjusted their tough environment, or in contrast to that, those who transferred to the city relatively recently may be able to express more openly their dissatisfaction with the new circumstances.

Thus, in future research, in terms of diversification of respondents, more sophisticated measurement procedure has to be employed.

Second, for future exploration of the topic, the comparative analysis of the satisfaction level among relocators in each innovative city will be very meaningful in order to settle down the relocation policy. The new places designed by relocation policy in Korea is not only Sejong but also 10 new planned cities such as Naju, Jinju, Wonju, and so on. In achieving balanced development of whole countries, result of comparative analysis would be able to draw useful implications by providing possible strategies to get higher level of satisfaction of the Relocated organization's employees at each innovative city.

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Online Resources

<https://www.sedaily.com/NewsView/1VJB0J3JL0>

<https://www.economist.com/international/2019/04/04/why-governments-move-civil-servants-out-of-national-capitals>

Appendix.

Please answer the following questions based on your experiences.

Working condition

1. Where do you reside after relocation?

- a. I reside in the relocated place. b. I reside in the relocated place only on weekdays.
c. I reside in other area.

2. I feel a burden on my commuting time.

strongly disagree 1 2 3 4 5 strongly agree

3. How often do you have business trip?

- a. none b. once per month c. twice per month d. once per week e. twice per week

4. I think that business trip makes working condition inefficient.

strongly disagree 1 2 3 4 5 strongly agree

5. I think that there is lack of communication due to reduced face-to-face meeting.

strongly disagree 1 2 3 4 5 strongly agree

6. I think that interaction via ICT has limitation in communicating for decision making.

strongly disagree 1 2 3 4 5 strongly agree

7. I think I often use flexible work system in accordance with my wish.

strongly disagree 1 2 3 4 5 strongly agree

8. I think I spend more time with my family and friends after relocation.

strongly disagree 1 2 3 4 5 strongly agree

9. I don't think I have more chances to do task that fit my expectation.

strongly disagree 1 2 3 4 5 strongly agree

10. I feel a lack of motivation for personal development in new location.

strongly disagree 1 2 3 4 5 strongly agree

11. Overall, I am not satisfied with my working condition.

strongly disagree 1 2 3 4 5 strongly agree

Interactivity

12. I hardly meet co-workers after work for casual dinner after relocation.

strongly disagree 1 2 3 4 5 strongly agree

13. I think I have less opportunity to enhance building relationship with my colleagues.

strongly disagree 1 2 3 4 5 strongly agree

14. I think that trust level is somewhat decreased due to lack of communication.

strongly disagree 1 2 3 4 5 strongly agree

15. I am not satisfied with relationship with people that I work with.

strongly disagree 1 2 3 4 5 strongly agree

16. I have felt perceived desirability to move another job in large city like Seoul.

strongly disagree 1 2 3 4 5 strongly agree

Social infrastructure

17. I am not satisfied with the accessibility and quality of childcare facilities for infants.

strongly disagree 1 2 3 4 5 strongly agree

18. I am not satisfied with educational environment for middle and high school students.

strongly disagree 1 2 3 4 5 strongly agree

19. I am not satisfied with the accessibility of hospital.

strongly disagree 1 2 3 4 5 strongly agree

20. I am not satisfied with the quality of hospital.

strongly disagree 1 2 3 4 5 strongly agree

21. I am not satisfied with the convenience of public transportation.

strongly disagree 1 2 3 4 5 strongly agree

22. I am not satisfied with the accessibility and quality of shopping facilities such as large retailers and department stores.

strongly disagree 1 2 3 4 5 strongly agree

23. Overall, I am not satisfied with social infrastructure in new location.

strongly disagree 1 2 3 4 5 strongly agree

Social activity

24. I feel like I've been disconnected from my friends since relocation.

strongly disagree 1 2 3 4 5 strongly agree

25. I have difficulty connecting others in new location.

strongly disagree 1 2 3 4 5 strongly agree

26. I have less chance to involve in church or club activities in new location.

strongly disagree 1 2 3 4 5 strongly agree

27. Overall, I am not satisfied with my life in new location.

strongly disagree 1 2 3 4 5 strongly agree

28. I have felt perceived desirability to move another place.

strongly disagree 1 2 3 4 5 strongly agree

Demographic information

29. Gender : () Female () Male

30. Age

() less than equal to 25 () 26~30 () 31~35 () 36~40 () 41~45

() 46~50 () 51~55 () 56~60 () 61~65 () greater than equal to 66

31. Marital status: () Married () Unmarried

32. Level of education

() high school or below () Associate degree(finished 2 years of college)

() Bachelor degree(finished 4 years of college) () master degree or higher

33. How long have you worked at your current organization?

a. less than equal to 5years b. 6~10 c. 11~15 d. 16~20 e. 21~25 f. greater than equal to 26years

34. How long have you worked at Sejong?

a. less than equal to 1year b. 2~3 c. 4~5 d. 6~7 e. greater than equal to 7years

35. Annual income(annual household income)

()less than KRW40M ()greater than equal to KRW40M and less than KRW50M

()greater than equal to KRW50M and less than KRW60M ()greater than equal to KRW60M and less than KRW70M

()greater than equal to KRW70M and less than KRW80M ()greater than equal to KRW80M

36. Children: () no () one () two () more than equal to three

37. Age of children (If necessary, double check): () less than 8 () 8~13 () 14~19
() greater than equal to 20

38. Status of family(If you answer married): () single income family
() double income family