

**COLLECTIVE ACTION SYSTEMS IN IMMIGRATION AND MULTICULTURALISM
POLICY AND PRACTICE:
COMPLEXITY AND DYNAMICS OF INTER-ORGANIZATIONAL NETWORKS**

by

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DEDICATION

With my deepest respect, and warmest love, I dedicate this dissertation to my caring parents, Jongseop Yeo, and Sukhee Park; to my own siblings and lifetime best friends, Eunjeong Yeo and Teawoon Yeo; to my supportive mother-in-law, Irene Lee; and my loving and faithful husband, Benny Lin.

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ABSTRACT

Collective action has been explored as an alternative to traditional or single-minded actions in solving complex or ‘wicked’ problems prevalent in contemporary society. Yet, in order to improve its applicability and potential, existing gaps in field research need to be identified and filled.

Pointing out the lack of research in complexity and dynamics of collective action systems in every day social policy and practice, this dissertation focuses on uncovering those aspects by asking: How and why did collective action systems emerge in the first place, and continually change over time? What were the roles of public policy in the processes? How could the value of collective action systems be enhanced?

To answer these questions, this dissertation investigates collective action systems in immigration and multiculturalism policy and practice of two cities in South Korea, based on a theoretical framework drawn from the ‘institutional analysis and development framework’, theories of structures—complex adaptive systems and social networks, and theory of fields. A set

of data was collected by mixed methods, i.e., network coding, semi-structured interviews, and perception surveys, and documentation reviews. Then, descriptive/statistical social network analyses, process tracing, decision analysis, documentary analysis, and descriptive statistics were utilized to explore the emergence and change in local collective action systems in the policy arena from 2002 to 2013.

Findings suggest that regardless of inherent contextual differences between the cases, local collective action systems emerged when local participants established a shared definition of local immigrants, and collective goals to serve those local immigrants. However, the immigration and multiculturalism Acts and policies, accompanied with standardized policy implementation procedures, resulted in change in the existing systems in both cities. Despite the frustration due to recent system changes and some contextual roadblocks, local participants still perceived benefits of local collective action systems in the policy arena. Thus, this dissertation suggests policy recommendations that can control the contextual, structural, procedural, and perceptual impediments, and enhance the value of the collective action systems in policy and practice.

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1.0 COLLECTIVE ACTION IN SOLVING COMPLEX POLICY PROBLEMS

But, public organizations cannot meet the needs of the community alone. All organizations in the community are affected to some degree, and private and nonprofit organizations become engaged in the response process as well...such problems are interdependent, dynamic, and unpredictable. They require collective action for resolution (L.K. Comfort, 1999, p. 3)

‘Why do people/organizations work together, and why not?’ has been one of the most frequently asked questions in contemporary social science (Coleman 2009). Accordingly, ‘collective action’, meaning various ways of working together—e.g., cooperation, coordination, collaboration, and co-production¹—has become an increasingly prominent construct both in the theories and practice of contemporary society (Marshall 2013; Ostrom 2005; Hooghe and Marks 2003; Feldman and Khademian 2002; Comfort, 1999).

Encountering more and more complex problems, researchers have observed the limitations of single-minded actions on problem-solving processes (Wall, 2014; Ostrom 2010; Weber and Khademian 2008; Ackoff and Rovin 2003). Complex problems are ill-structured or ill-defined problems that involve significant conflicts among competing goals of diverse stakeholders (Marshall 2013; Dunn 2008; Simon 1973). In many cases, the preferences/utilities of those multiple stakeholders are neither clearly identifiable nor transitive. Their actions and choices are interdependent with one another and continually affect the intricacy of the problems (Dunn 2008; Eseryel 2006; Simon 1973). These conditions constrain the capacity of a single or a

¹ Even if each term contains working together concept, According to Cigler(1999), each term has distinctive characteristics in terms of complexities of purpose of working together, intensity of linkages, and formality of agreements reached (P. 87)

few decision maker(s) to manage the complex interactions among the information, knowledge, budget, skills, and time of a given problem domain (Dunn 2008; Eseryel 2006; Ge et al. 2005). Therefore, it becomes impossible for a single decision maker to identify the one best policy or a perfect range of alternatives to solve specific policy problems (Ostrom 2010; Dunn, 2008; Comfort, 1999).

Meanwhile, other researchers have focused on the collective efforts of diverse stakeholders in resolving complex or ‘wicked’ problems. Field studies have pointed out that collective action—cooperation, coordination, collaboration, and co-production—among the many social actors has been effective in finding common solutions to different kinds of social problems (Agranoff 2007; Comfort 2007, 1999; Ostrom 2010, 2005, 1990; Isset and Provan 2005; Goldsmith and Eggers 2004). When many distinct actors work together, each actor brings extra abilities, information, and resources. These enhance the community capacity, thus making the problem-solving process more feasible (Comfort 2007, 1999; Agranoff and McGuire 2003; Denise 1999; Weick 1995; Hutchins 1995; Shrage 1995). Through continual and reciprocal interactions, disparate actors are able to construct governing systems and overcome various social dilemmas and problems, such as free-riding, transaction costs, or self-oriented, cost-minimizing activities, which may be detrimental to the collective problem-solving process in a given domain (Feiock 2013; Marshall 2013; Ostrom 2010, 2005, 1990; Comfort 2007; Hardin 1982; Schelling 1978).

1.1 PATTERNS AND LIMITATIONS IN CURRENT RESEARCH ON COLLECTIVE ACTION

In sharing understanding about the effects of collective action on solving complex problems, extensive studies have uncovered many aspects of collective action through assorted inquiries and methodologies. However, due to the immensity of the research field and complexity of relevant problems, there are still many holes to be filled. As an example of field research, this study not only utilizes existing knowledge of the field, but also aims to contribute to the development of field research. I therefore review the current research of collective action and briefly summarize how current studies on collective action have contributed to the theoretical and empirical development of field research, and what needs to be done to further develop the field research.

1.1.1 Patterns of Research Inquiry

Field studies have explored collective action with varied research inquiries. Answers to each inquiry have fed information and evidence to other studies on different inquiries, contributing to the evolution of the entire field of collective action research. A study of collective action usually encompasses inter-related inquiries. Therefore, it is difficult to make an explicit division among types of research inquiries. Yet, in order to understand the details of what has been covered, I have grouped and reviewed previous studies according to common patterns of research inquiries: the impact, structure, logic, and factors and conditions of collective action, as well as connections between formal institutions and collective action.

1.1.1.1 Impact of collective action

Studies have explored the impact of collective action in many policy arenas. This research has identified the positive social consequences of collective action involving developing institutions, mobilizing resources, solving problems, coordinating activities, and sharing knowledge and information (Comfort 2007, 1999; Ostrom 2010, 2005, 1990; Isset and Provan 2005; Poteete and Ostrom 2004; Kettl 2002; Salamon 2002; Weick 1995; Hutchins 1995). In particular, scholars have described the roles of collective action in creating social order and in solving ill-structured problems in practice. Overall, studies in this group argue for the prominence of collective action as a potential alternative for managing complex social problems in a variety of settings (Comfort 2007; Ostrom 2010, 2005, 1990; Goldsmith and Eggers 2004).

1.1.1.2 Structure of collective action

Field studies have investigated structures of collective action (Taka' et al. 2008; Cohen et al. 2001, 1999; Chwe 1999; Sandell and Stern 1998). Scholars have measured structures of collective action by identifying and compiling individual interactions among actors in collective action arenas (Cohen et al. 2001, 1999 Cook and Hardin 2001; Isset 2001; Granovetter 1973). These studies have described the structural roles of participating actors and their small groups in the collective action situation, and examined structural causes of success or failure of collective action (Kitts et al. 1999; Flache and Macy 1996; Marwell and Oliver 1993). Based on findings about collective action structures, these studies have provided policy strategies to enhance the performance of current collective action, such as utilization of existing relationships among diverse actors, identification of the location of resource-providing actors, and/or development of links among unconnected actors in the collective action structure (Wukich 2011; Isset and Provan 2005; Agranoff 2007).

1.1.1.3 Logic of collective action

Scholars also have inquired into the rationale of collective action in practice. Investigating many cases, studies have identified the logic of collective action problems—conflict between private and common interests, free riding, and transaction costs (Yamagishi and Cook 1993; Hardin 1968; Olson 1965). Pointing to the incapacity of individuals to follow logic, and tendency of creating the tragedy of commons in any policy arena that lacks coercive rules or controls, those studies have justified governing by a central authority or applying market mechanisms to deal with emerging social dilemmas in collective action situations (Poteete and Ostrom 2004; Olson 1965). However, other scholars have demonstrated that there are other logics—the logic of appropriateness—i.e., reciprocity, social values, obligation—that facilitate the capacity of multiple actors to overcome dilemmas and arrive at successful collective action in practice (Ostrom and Walker 2003; Ostrom 2003, 1990; Axelrod and Cohen 2000; Baland and Platteau 1996; Bromley et al. 1992; McCay and Acheson 1990).

1.1.1.4 Factors and conditions of collective action

To understand the varying logics, many scholars and policy analysts have probed into factors and conditions that influence the collective action (Marshall 2013; Wukich 2011; Poteete and Ostrom 2004; Schrage 1990). These studies have identified extensive lists of facilitators and impediments of the emergence, maintenance, devolution, and development of collective action (Comfort, 2007; Goldsmith and Eggers, 2004; Ostrom, 2003; Graber 2003; Agrawal 2001; Cigler 1999). Other studies of collective action have explained the association between the presence/lack of identified factors and the performance of collective action. Yet, among the manifold factors, most studies have focused on the impact of group diversity in composition,

values, knowledge, skills, group size, local institutions, trust, and types of goods on the consequences of collective action (Poteete and Ostrom 2004).

1.1.1.5 Institutions and collective action

The institutional factors of collective action have been frequently explored in the field research (Coleman 2009; Ostrom 2005, 1999, 1990; Cook et al., 2005; Hayes 2004; Gibson 2000; Young 2002; Becker 1999; Gombya-Ssembajjwe 1999; Lam 1998; North 1990; Schelling 1978). From iterative observations of successful cases, studies have identified common characteristics of institutions working in collective action practices (Hughes, 2011; Coleman 2009; Ostrom 2005, 1999, 1990; Hayes 2004; Gibson 2000; Becker 1999; Gombya-Ssembajjwe 1999; Lam 1998). These studies have also identified evolutionary paths or adaptation processes of informal institutions of collective action (Ostrom 2014, 2005; Ostrom and Basurto 2011). Regarding institutions as antecedent conditions, studies have explained the success or failure of collective action in terms of the lack or presence of certain types of institutions, and suggested adaptations or developments of certain types of institutions to overcome collective action dilemmas or to promote existing collective action (Hughes 2011; Coleman 2009; Crawford and Ostrom 2005; Ostrom 2005, 1999, 1990; Hayes 2004; Brennan and Pettit 2004; Gibson 2000; Becker 1999; Gombya-Ssembajjwe 1999; Lam 1998).

1.1.2 Methodological Patterns

In order to find valid evidence and to contribute to the empirical development of the field, collective action research has adopted a variety of research designs, methods, and models. First, studies have been designed as case studies (Baland and Platteau 2000; Bromley et al. 1992; McCay and Acheson 1990; Ostrom 1990), laboratory experiments (Ostrom et al. 1994; Ostrom

2000; Udehn 1993), comparative cross-sectional studies (Becker 2003; Chakrabarti et al. 2001; Varughese 1999), and meta-analyses (Poteete and Ostrom 2004; Ostrom 2003). In order to test diverse theories, premises, hypotheses, and assumptions, scholars have applied different types of research models: formal models with mathematical analysis to describe the logic of many types of collective action (Taka' et al. 2008; Axelrod and Cohen 2000; Oliver 1993; Myerson 1991; Gamson 1990; Owen 1982; Coleman 1973; Hardin 1971); regression models to test the impact of diverse factors/conditions on collective action performance (Hughes 2011; Agrawal 2001; Agrawal and Goyal 2001); simulation models to illustrate the impact of different combinations of factors on collective action (Scheinert 2012; Takahashi 1994); and network models to identify the structures of collective action and measure their structural values (Yenigun 2013; Wukich 2011; Isett and Provan 2005; Isett 2001). For the data collection, studies have gathered relevant information from existing documents or conducted surveys and identified qualitative information from content analysis of documents, participatory observation, and structured interviews (Poteete and Ostrom 2004).

1.1.3 Patterns of Research Contexts

Field research has explored varied contexts of collective action. A major group of contemporary field studies has evolved around analyzing the types of goods involved in collective action. In particular, scholars have investigated cases of collective action failures or successes in the provision, production, allocation and maintenance of public goods or common-pool resources, such as forestry, fishery, watershed management, and irrigations (Becker 2003; Chakrabarti et al. 2001; Varughese 1999). Unlike private goods, both public goods and common-pool resources have problems with the exclusion of actors who do not really contribute but free-ride on the benefits and possibly affect other contributors' 'pie size' (Ostrom 2003). Therefore, studies have

analyzed the collective governing process of those types of goods in order to identify and test other factors that can overcome possible dilemmas emerging from types of goods involved in collective action situations. Another group of field studies has focused on emerging collective action in extreme situations and contexts. In particular, scholars have examined policy arenas that are too emergent and/or complex to be managed by a single authority, such as natural or manmade disasters, climate change, nation-building and more (Scheinert 2012; Wukich 2011; Comfort 2007; Goldsmith and Eggers 2004). From the contexts, studies have investigated the structures and processes of voluntarily and rapidly organized collective action, and identified ways to enhance or harness those emerging collective action to overcome the emergent and complex problems.

1.1.4 Patterns of Policy Recommendation

Extensive research on collective action has provided a variety of policy recommendations to overcome social problems as well as to harness existing collective action. Regarding the positive impact of self-organized collective action among diverse social actors in practice, studies have claimed the necessity of ‘polycentricity’ among governing bodies, and support for utilizing the knowledge and resources from the multiple participants (Weber and Khademian 2008; Goldsmith and Eggers 2004; Ackoff and Rovin 2003). Researchers considering factors and conditions of collective action have suggested institutional alternatives, such as communal property rights or communal sanctions, which can rule out varied collective action problems (Ostrom 2003). With regard to the roles of actors and their social capital, scholars have claimed the importance of facilitating interaction and trust building among current and potential participants through communication, knowledge and information sharing, building common understanding, and developing monitoring arrangements (Wukich 2011; Comfort 2007).

1.1.5 Limitations in Current Studies of Collective Action

The limitations of current field research include patterns of research inquiries, methodologies, research contexts, and policy recommendations. First, the greatest limitation has been the lack of attention to the complexity and dynamics of collective action—i.e., the processes of emergence, stabilization, change, and re/destruction of interdependent relationships among diverse actors, and the impact of public policy interventions. Understanding the complexity and dynamics in relation to policy intervention provides crucial causal information necessary for policy evaluation, adaptation or termination (Dunn, 2008). Yet, field studies seldom explore how a complex collective action has evolved over time or how formal institutions have affected those processes. Currently, most studies have limited their focus to identifying patterns or roles of informal or local *de facto* institutions in collective action situations in the absence or ineffectiveness of a central authority. Even if researchers have acknowledged the importance and roles of political/formal institutions, relatively few field studies have directly examined the roles and impact of *de jure* institutions at multiple levels, e.g., laws and policy interventions, on the emergence and change in collective action.

Second, field research has been limited in terms of methodologies. Previous studies have had difficulty in locating similar environments for testing or controlling variables to explore the dynamics of collective action; therefore, not many studies have traced the process of adaptation or evolution of collective action over time. In addition, with respect to budget and time limitations in observations and measurement of dynamic aspects, majority of collective action research has focused on static aspects of collective action situations. Even if some studies have included time as a variable, few studies have explored collective action over several consecutive years. Rather, observations have been made for several discrete time periods or short albeit continuous periods of time, such as a few weeks or months. Another option for studies has been

to utilize simulated data to explore possible scenarios of dynamics of collective action rather than making direct observation.

Third, existing collective action studies have been located in certain policy arena with strong or special triggers—especially dilemma type of settings with excludability, subtractability, and/or emergency—that have naturally conditioned either the success or failure of collective action. In addition, the majority of the field research has explored collective action in managing diverse common pool resources located in remote areas, i.e. forests, fisheries, watershed or irrigation systems. Currently, little information or evidence has been available to document collective action involved in the contemporary social phenomena which is not embedded in such extreme/remote conditions but is characteristic of daily life.

Fourth, as a consequence of the overall limitations of the research field, existing studies have seldom provided pragmatic policy recommendations. Studies tend to suggest more or less normative and broad policy implications. Yet, field studies need to provide more practical policy models or applications that can improve understanding of policy or administrative decision makers on emerging collective action, and practically guide their policy decisions on how to harness and enhance local collective action in problem solving practice.

1.2 RESEARCH OBJECTIVES

The ultimate goal of this dissertation is to expand current understanding of collective action in ordinary social policy arenas. Hence, the objectives of this research are formulated to address the limitations of current collective action research:

- **Objective 1.** To explore aspects of the 'complexity and dynamics' of collective action

- **Objective 2.** To explore collective action in an everyday social policy arena
- **Objective 3.** To empirically investigate the complexity and dynamics—emergence, stability, and change—of collective action systems
- **Objective 4.** To identify the underlying mechanisms of the complexity and dynamics of collective action systems
- **Objective 5.** To trace the impact of formal institutions on complexity and dynamics of collective action
- **Objective 6.** To evaluate the value of current collective action systems and to provide a pragmatic policy decision support model that can ultimately enhance the value of collective action systems.

1.3 COLLECTIVE ACTION IN IMMIGRATION AND MULTICULTURALISM POLICY AND PRACTICE

With regard to the research objectives, this study investigates the emergence and change in collective action in immigration and multiculturalism policy and practice. First, immigration and multiculturalism have become unavoidable social and policy issues in current globalized society. Second, immigration and multiculturalism have resulted in new types of complex social phenomena that are difficult to resolve or approach by a single actor or single-minded group of actors (Kimlicka, 1995). Immigration and multiculturalism are not only a matter of managing and controlling the legal entrance and exit of foreigners, but also the matter of dealing or living with interlocking diversity in terms of race, culture, values, knowledge, understanding, perceptions, and information (Kimlicka, 1995). Due to this inherent complexity, successful immigration and multiculturalism require immense active public support as well as collective

social effort. In other words, a daily collective action based on “[mutual] acceptance of behavioral differences deriving from differing cultural systems, and an active [institutional or social] support of the right of such differences to exist (Dolce, 1973, p.283)” are necessary to deal with complex problems and issues emerging in the policy arena.

In practice, many countries have expressed difficulty in providing constant policy support for formalizing and promoting immigration and multiculturalism. Immigrants with varied ethnicities have brought not only different cultures and values, but also created other complex social phenomena in their recipient countries. In order to maintain harmony among the implanted and emerging complexities, policy measures need to provide appropriate levels of social support and promote a common social value system for different ethnicities to mutually accept each other in their society (Arasaratnam 2013). However, these processes have been challenging to the public sector. Multifarious social needs, demands, and preferences involved in the policy process have been emerging in the policy arena. Yet, public information or resources available for identifying or ranking the order among the needs, demands, and preferences are comparatively lacking. The public sector has also had to consider emerging tensions between pluralism and national cohesion and to moderate conflicts between the homogenous majority and diverse minorities (Arasaratnam 2013). These complex conditions and challenges have resulted in the recent terminations or retreats of relevant policies among developed western countries, which were once pro-immigration and multiculturalism.

Meanwhile, there have been cases that diverse social actors have collectively overcome emerging challenges. For example, individual immigrants have proactively worked with other immigrants to express their social demands on the public sector and to interact with the majority of the recipient society. In addition, there has been a phenomenal outgrowth of cooperative efforts and well-instituted collaboration among diverse organizations in practice (Kondo 2012; Cordero-Guzman et al. 2008; Cordero-Guzman 2005). Diverse organizations or civil associations

have engaged in representing relevant community needs and concerns² and have provided social services³ to immigrants (Cordero-Guzman et al. 2008; Cordero-Guzman 2005). By working together, these organizations have been filling in the missing or insufficient parts of the policies otherwise coordinated by governmental agencies (King 2008; Cordero-Guzman et al. 2008; Pantoja et al. 2008; Hung 2007). In addition, these collective activities have developed and maintained immigration and multiculturalism in practice by helping immigrants to: become incorporated into the recipient society; maintain connections with their home countries; and to create spaces for local majorities to understand immigrants' lives, cultures, and needs (Kondo 2012; Cordero-Guzman et al. 2008; Cordero-Guzman 2005).

Given the growing social demand for comprehensive policy measures, the decaying capacity of the public sector (as a single actor), and the emerging roles of local collective action, studying collective action operating in the immigration and multiculturalism arena will make distinctive contributions to the research on collective action, and the actual policy processes. Through exploring the evolutionary process of local collective action in the policy arena, this study will fill the current gaps in the field research on collective action. In addition, the study will identify significant information relevant to social and policy demands and utilize it to realign the actual policy processes to enhance the value of collective action systems in immigration and multiculturalism policy and practice.

2 “Articulating and advocating for immigrant rights, addressing policy issues, gaining or improving access to political institutions, and developing new discourses for understanding conditions faced by immigrants (Cordero-Guzman, 2012).”

3 “Social services cover a range of activities, including educational programs, health care, housing assistance, job training, art and cultural programming, and emergency services (Cordero-Guzman et al, 2012)”

1.4 FOCUS ON SOUTH KOREA

This study explores South Korea among the many countries that have developed and implemented immigration and multiculturalism policy. For the last couple of decades, South Korea, previously called a homogeneous nation, has been experiencing drastic demographic, cultural, social, and political changes due to a rapidly increasing immigrant population, e.g., migrant laborers, married immigrants, second generations, and foreign students. Accordingly, immigration and multiculturalism have become an emerging social issue in South Korea. In addition, public organizations from national ministries to district level community centers have been directly engaged in the policy arena since the late 2000s (최희순·박세훈 2012; 김현미 2008).

Experiencing social outcomes of the public interventions over the last seven years, social criticism against the ineffectiveness and the inefficacy of the current immigration and multiculturalism policy process has started emerging in South Korean society (김재일 2013; 최희순·박세훈 2012; 김현미 2008). Scholars have explained that the fundamental antecedent of the ineffectiveness was the lack of understanding of local knowledge and practices in policy systems (김재일 2013; 김현미 2008). In particular, researchers have pointed out top-down approaches and contracting-out-based policy implementation as leading causes (김재일 2013; 최희순·박세훈 2012; 김현미 2008). Furthermore, studies have decried the lack of appropriate relationships to those informal actors in the policy processes. They emphasize that adoption of local knowledge through making connections to those local actors can improve the efficacy of the policy (김재일 2013; 최희순·박세훈 2012).

South Korea is an interesting case because the country has both unique and common experiences with those of other developed western countries. Immigration and multiculturalism

policy and practice in developed western countries, such as Canada, the United States, Australia, and other European countries, have been experimented with over a long period of time, and have thus created mature social values and understanding of the phenomena. In contrast, in South Korea, the public interest in the arena has been for slightly less than a decade. South Korean society is still going through a learning process in dealing with immigration and multicultural phenomena, and in developing social values and collective knowledge (김재일 2013; 김현미 2008). Despite this comparatively short history, the levels of both social and public awareness and engagement in South Korean society on the immigration and multiculturalism have paralleled those of the western countries (김재일 2013; 최희순·박세훈 2012). In addition, similar to western countries, South-Korean society has identified the inefficiency and inefficacy of public intervention in the policy arena. However, unlike the western countries, the level has not reached the point of retreatment or termination of policy or social intervention; rather, South Korean society has pondered directions for adaptation and revision of the policy and practice.

As the description implies, South Korea presents a highly distinctive context in terms of the start and developmental history of multiculturalism policy. However, South Korea shares similar experience with developed western countries with regard to the dramatic increase in social concerns with multiculturalism policy processes, the intensity of informal collaboration among social actors, and explicit demands for the adaptation of policy processes. For these reasons, South Korea is an interesting case that will have both theoretical impact on the field of collective action studies in social policy, and a practical impact on the development of immigration and multiculturalism policy in general.

1.5 EXPECTED CONTRIBUTION OF THIS RESEARCH

Understanding what has been done by previous research on collective action and what can be uncovered by the present study, I explore a new policy arena and case with fresh inquiries and approaches to address and overcome the identified limitations of the field research. First, this study focuses on the complexity and dynamics of collective action. In particular, this study identifies empirical information about factors and conditions that influence the emergence and change in the collective action. Second, this study examines the impact of formal institutions on the evolutionary processes of collective action systems with less utilized but appropriate methodological approaches: longitudinal research design, interrupted time series analysis with data from direct observation of collective action systems over a long period of time. Third, this study focuses on investigating the collective action emerging from a social policy arena, immigration and multiculturalism, which is associated with the everyday life of ordinary people in a contemporary society. Lastly, this research provides a model to support policy decision for promoting the local collective action in increasingly complex and dynamic immigration and multicultural policy and practice.

1.6 OVERVIEW OF CHAPTERS

The present study consists of ten chapters: Chapter 2 defines the main concept, develops a theoretical framework based on theories relevant to the study concept, and formulates specific research questions. Chapter 3 provides detailed information about the field site of this research—two South Korean cities, data collection, research design, and methodologies. In addition, at the end of the chapter, I discuss the reliability and validity of the research constructs, data, and

methods. In presenting the results, Chapter 4 examines the contextual environment within which collective action systems have emerged and transformed. As the foundational step of the analysis of structural complexity and dynamics, Chapter 5 focuses on identifying the variations—diversity in participants—within the collective action system, the fundamental building block of structural dynamics and the complexity of collective action systems. Chapter 6 investigates how those diverse building blocks shape the structural complexity and dynamics of collective action systems in the given contextual environment. In Chapter 7, based on the understanding of network configuration identified in the previous chapter, I identify possible sets of antecedents for the collective interaction structures. Chapter 8 focuses on tracing the processes of emergence and change in the collective action in both cities, and identifies necessary and sufficient conditions for those processes. Chapter 9 examines the outcomes of the observed collective action systems in the policy arena. Then, based on the findings from the preceding chapters, I develop a policy decision support model that can harness and enhance the existing structural and procedural complexity and dynamics of collective action systems in the context of immigration and multiculturalism. In Chapter 10, I discuss final conclusions of this study with summaries of findings and questions left unanswered, and suggest directions for future research.

2.0 CONCEPTS, THEORETICAL FRAMEWORK, AND RESEARCH QUESTIONS

*If a small number of conditions were identified, sometimes true theories would not present a major problem for the social sciences.
(E. Ostrom, 2005, p.10)*

In this chapter, I first discuss the main concepts of this study: collective action, complexity, dynamics, and collective action systems. Second, I introduce theoretical approaches that provide useful support to understanding the complexity and dynamics of collective action systems. Assisted by these theoretical approaches, at the end of the chapter, I develop a theoretical framework and formulate specific research questions for the study.

2.1 COMPLEXITY AND DYNAMICS OF COLLECTIVE ACTION SYSTEMS

Scholars have identified and defined different types of collective action, such as cooperation, collaboration, coordination, and co-optation. Each type of collective action differs from the others by range of complexity of purpose, intensity of linkages, and formality of agreement among participating agents in a given collective action situation (Cigler, 1999). However, all of these varying types of collective action share common fundamental components: multiple actors (more than two at least), bilateral or multilateral interactions—information and resource exchange—among actors, shared goals, and continuum of actions (Cigler, 1999). In practice, multiple types of collective action are co-present in a collective action situation, with one type of

collective action potentially and continually transforming into others over time as contexts and situations change (Isett and Provan, 2005). With an eye to the commonality, multiplicity, and inter-transformation of different types of collective action in practice, this study defines the concept inclusively in order to embrace distinctive characteristics of varying types of collective action.

The present study defines collective action as a system constructed by an emergent continuum of cooperative and collaborative actions among diverse organizational agencies that share (albeit not necessarily consensually) and achieve their goals in a given or changing context. This definition first emphasizes that collective action is an emergent ‘continuum of actions’ (Cigler, 1999). This brings dynamic and procedural aspects into the analysis of collective action, focusing on situations in which change occur (Agranoff, and McGuire, 2003). In policy and practice, a collective action system is not a static, simple, or onetime action. Collective action is a dynamic process. It emerges, changes, stabilizes, or devolves through the constant actions/decisions of agents within a collective action arena (Fligstein, and McAdam, 2011, 2012). Initially, diverse actors explore their contexts and situations and decide whether to act together with other actors. Once engaged in collective action, the actors constantly ponder and decide whether and how to continue, strengthen, terminate, adapt, or transform their participation through interacting with diverse factors and other participating actors in and around the collective action situation. The actions/decisions of actors are affected by a range of factors from macro-contextual environments to micro-collective situations (Fligstein and McAdam, 2012, 2011; Ostrom, 2005). As a result, the collective action structures and processes are constantly transformed (Fligstein and McAdam, 2012).

Second, this inclusive definition acknowledges the highly complex characteristics of collective action systems. Collective action is constantly constructed and reconstructed by complex interdependent relationships among various contextual or situational factors and actors.

Within collective action situations, agents iteratively and interactively make decisions with other agents with respect to diverse contextual or situational factors.

In summary, multiple types of collective action can appear simultaneously or one type of collective action can morph into other types of collective action over time. This emphasizes the dynamic, complex, and systematic characteristics of collective action. With an eye to these aspects, this study inclusively defines the concept of collective action, to explore and model complexity and dynamics of collective action systems.

2.2 THEORETICAL FRAMEWORK

As discussed above, collective action systems are social phenomena that are constantly reshaped by multiple factors and compositions. In collective action systems, there is no clear linearity between cause and effect. In practice, the context of those causes and effects is not given, but changes over time, and the change in context constantly affects the change in the relationships between cause and effect (Ostrom, 2005; Fligstein and McAdam, 2011, 2012). Therefore, standard approaches to social science research—focusing on linearity between independent and dependent variables in a given context—face challenges of scaling to the scope of dynamic and complex collective action systems (Ostrom, 2005). This limitation of standard research approaches has constrained the investigation of the complexity and dynamics of collective action systems.

With an eye to the limitations of the standard approach, the present study introduces theoretical approaches that support a nonlinear research design to address the complexity and dynamics: (1) the Institutional Analysis and Development Framework developed and revised by Vincent and Elinor Ostrom and other scholars in the Workshop in Political Theory and Policy

Analysis at Indiana University; (2) theories of social structure including the theory of complex adaptive systems and network science; (3) the theory of fields suggested by Fligstein and McAdam (2012). These approaches guide this study in understanding and exploring the complexity and dynamics of collective action. Details of each approach are discussed below.

2.2.1 Institutional Analysis and Development Framework

The Institutional Analysis and Development Framework (IADF) provides foundational assistance to the present study. First, IADF helps to conceptualize collective action systems as complex and nested social systems⁴ that are composed of iterative, multilateral interactions among diverse actors, and their inter-dependence with many other factors (McGinnis, 2011; Ostrom, 2005). Second, IADF schematically represents the complex and dynamic aspects of social phenomena (Ostrom, 2005) (see Figure 2-1).

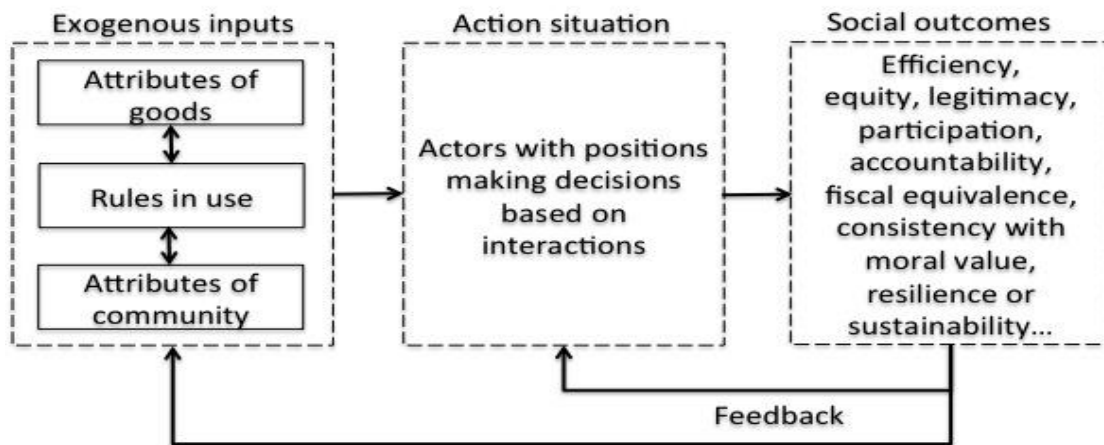


Figure 2-1 Institutional Analysis and Development Framework (Adapted from Ostrom, 2005)

⁴ The focal social phenomena of IADF is governance which is defined as “a *process* by which a repertoire of rules, norms, and strategies that guide behavior within a given realm of *policy interactions* are *formed, applied, interpreted and reformed* (McGinnis, 2011).”

With the schematic representation, IADF helps to explain nonlinear and inter-dependent relationships among various components⁵ of collective action systems. In particular, by zooming in on collective action systems, IADF identifies contextual and situational factors of the systems, and dissects those factors into four focal component parts to which collective action researchers should pay attention: exogenous inputs, action situations, social outcomes, and feedback (Ostrom, 2005). Then, IADF addresses complexity by explaining nestedness and interdependence among those component parts (McGinnis, 2011). In addition, by zooming out on the whole relationship, IADF helps to explain the dynamics of the collective action system. Emphasizing constant feedback and feed-forward processes, IADF represents the possibility of constant adaptation of collective action systems over time (Ostrom, 2005). The zooming out processes of IADF also provide information about policy implications that enable collective systems to work more effectively in practice. Third, using meta-theoretical language to construct the framework, IADF facilitates discourses and comparisons of relevant theories within the framework and helps to deepen understanding of the complexity and dynamics of collective action systems (Ostrom, 2005).

2.2.1.1 Assumptions embedded in IADF

In order to address complexity and dynamics, IADF provides several assumptions to collective action research. First, IADF assumes that collective action systems are both causes and results of the decisions and actions of participants of collective action (Ostrom, 2005). Second, IADF assumes “polycentricity (McGinnis, 2011)” of the participating agents. In polycentric-governance, “authorities from overlapping jurisdictions (or central authority) interact to determine the conditions under which these authorities, as well as the citizens subject to this

⁵ The foundational approach of IADF is a general system approach. In a system inputs are processed; the system produces outputs; outputs bring outcomes; then outcomes are evaluated with feedback effects which become inputs of the system (McGinnis, 2011).

jurisdictional units are authorized to act as well as the constraints put upon their activities for public purpose” (McGinnis, 2011). In this way, IADF guides analysts in exploring how macro-contexts affect micro-decision-making situations among participants, and vice versa. Third, IADF assumes multiplexity of agents (Wukich, 2011). In a collective action system, diverse types of agents⁶ with varying functions⁷ from multiple sectors⁸ and jurisdictional levels are involved in the decision-making processes (McGinnis, 2011; Ostrom, 2005). Lastly but most importantly, IADF assumes bounded rationality of all agents of collective action systems (McGinnis 2011). Due to the limited cognitive/physical capacity to obtain and process information, the collective decisions and actions of diverse agents may not produce successful/expected results from time to time. Yet, fallible agents can also learn from their mistakes and history, and update information and rules that guide actions of the participating agents at the next stage. Through this assumption, IADF explains constant learning and adaptation by diverse agents, and ultimately, the dynamic and complex evolution of collective action systems over time.

2.2.1.2 Operation of IADF in the present study

Based on a set of assumptions, IADF structures the interdependent relationships among the focal components within multiple layers of dynamic collective action systems: exogenous inputs, action situations, outcomes and evaluation, feedback and adaptive learning (McGinnis, 2011; Ostrom, 2005). Focusing on a certain component as well as moving along the interdependent relationships among components, the present study organizes research inquiries and decides on the scope of analysis to explore the complexity and dynamics of collective action systems.

⁶ Nested jurisdictional, cross jurisdictional, or political units (McGinnis, 2011)

⁷ Incorporates specialized units for provision-selection of goals, production or co-production, financing, coordination, monitoring, sanctioning, and dispute resolution (McGinnis, 2011)

⁸ Public, private, voluntary, community-based, and hybrid kinds of organizations (McGinnis, 2011)

First, following IADF, the present study sets the collective action system as the action situation—“the social space where participants engage in interactions, exchange goods and services, solve problems, dominate one another, or fight” (Ostrom, 2005, p.14). The present study characterizes collective action systems by identifying the working components⁹ suggested by IADF (Ostrom et al., 1994, p. 29). In addition, focusing on the patterns of interactions among participants in the collective action situation, the present study develops questions about the complexity and dynamics of collective action.

Second, with respect to the prescribed roles of exogenous inputs identified in IADF, the present study develops an inquiry about the contextual environment within which the complexity and dynamics of collective action systems emerged and developed. The exogenous input variables—rules in use, biophysical world, and attributes of the community—include “all the aspects of the social, cultural, institutional, and physical environment that set the context within which an action situation is situated” (McGinnis, 2011, p.172). While exploring all the exogenous variables, this study primarily examines the roles and impact of formal rules-in-use, immigration and multiculturalism policy that “formally specify the values¹⁰ of the working components of an action situation” (McGinnis, 2011, p.174). After that, this study explores the attributes of community that provide socio-cultural contexts about participants in dynamic and complex collective action systems (Ostrom, 2005, p. 26-27).

Third, this study explores outcomes of collective action systems. The present study discusses the value of collective action systems by evaluating the structural and procedural

9 (1) Participants—either single individuals or groups of individuals—in, (2) positions who must decide among diverse, (3) actions in light of the, (4) information they possess about how actions are, (6) linked to potential, (6) outcomes and, (7) the cost and benefits assigned to actions and outcomes (McGinnis, 2011; Ostrom, 2005:14; Kiser and Ostrom, 1982).

10 The rules-in-use provide either implicit or explicit (dis)orders to the relationships among participants within collective action systems by justifying what actions (or outcomes) are required, prohibited, or permitted, and forbidden in a collective action systems “(1) **Position rules** specify a set of positions, each of which has a unique combination of resources, opportunities, preference, and responsibilities, (2) **Boundary rules** specify how participants enter or leave these positions, (3) **Authority rules** specify set of actions is assigned to which position, (4) **Aggregation rules** specify the transformation function from actions to intermediate or final outcomes, (5) **Scope rules** specify a set of outcomes, (6) **Information rules** specify the information available to each position, (7) **Payoff rules** specify how benefits and costs are required, permitted, or forbidden to players” (McGinnis, 2011, p.174; Ostrom 2005).

outcomes of collective action. In addition, based on information identified by outcome evaluation, the study develops a policy decision support model that can enhance the value of collective action systems in the policy arena.

2.2.2 Theories of Social Structure

Theories of social structure—complex adaptive systems research and the social network approach—aid in the in-depth investigation of structural dynamics and complexities of collective action systems. In particular, acknowledging the interdependence among individual participants, social structure, and system performance (Axelrod and Cohen, 2000; Brass, 1995; Hutchins, 1995; Burt, 1992), theories of structure provide concepts necessary to explain how, why, and at what point collective actions are (re)structured and how the structure is supposed to work in practice. These concepts also explain the order and roles of structural patterns of collective action systems in practice.

2.2.2.1 Complex adaptive systems research

Complex adaptive systems (CAS) research focuses on analysis of structural complexity and dynamics of social systems, and examination of power and benefits of the complexity and dynamics. CAS research emphasizes that a social phenomenon is a complex and dynamic system (re)constructed by iterative interactions among diverse participants who want to achieve collective system goals. Through iterative interactions, individual participants adapt their action strategies within the system structure, and reshape the social structure over time.

In particular, Axelrod and Cohen (2000) suggest three key concepts to explore the structural complexity and dynamics of collective action systems: variation, interaction, and selection. By investigating three concepts and their mutual influence, a researcher can explain

emergence and change in structural complexity and dynamics as well as identify ways to harness them to improve the value of collective action in policy and practice (Axelrod and Cohen, 2000). First, the structural complexity and dynamics can be understood in terms of system variation. Axelrod and Cohen (2000) suggest that diversities in system participants—e.g., perspectives, capacities, skills and knowledge—can affect the number of possible action choices available to each of the participants in a collective action situation (Holland, 1995). If the information about system variation is diffused among system participants, they can either update or maintain their collective action choices, increasing the chances of transformation or stability of the collective action system. Therefore, identification of system variation is the first step to understanding the structural complexity and dynamics. In addition, information about system variation provides crucial evidence for harnessing structural complexity and dynamics to promote the value of collective action. Second, Axelrod and Cohen (2000) suggest exploring patterns of internal interactions among the varied system participants. Interactions among actors facilitate the information/resource processes that are essential to learning and adaptation (Axelrod and Cohen, 2000). Through interaction, information about the system variations is diffused throughout the system. The information diffusion helps participants update their action strategies for working with others. In addition, iterative interactions facilitate the development of trust among participants, which fosters cooperation among the participants. Third, selection is the last concept in understanding the complexity and dynamics of collective action systems. Individual participants make choices among their collective action strategies based on information obtained through iterative interaction with other participants. Through selection, the patterns of overall collective action systems, and the context of their interactions can be (re)shaped. Therefore, through application of these key concepts, the present study approaches the structural complexity and dynamics of collective action systems.

2.2.2.2 Social network approach

The social network approach provides a strong supplement to the complex adaptive systems approach. The social network approach explains that linking variations in structure to social phenomena is critical for the understanding of structural complexity and dynamics of collective action systems. Emphasizing that system structures are the result of iterative interactions among diverse participants and selections of individual participants on their collective action strategies, the social network approach explains the structural complexity of collective action in terms of the nodes (participants in this study context) and links (created by interaction) in relationships (Wasserman and Faust, 1994). Proposing common properties of social structures in practice, the social network approach describes the ways in which participants construct certain types of network structure and explains how information, resources, skills, and knowledge are potentially diffused through the links (relationships) among nodes (participants) (Barabasi, 2009; Bogatti and Foster, 2003; Watts, 2003). In particular, the social network approach explains the influence that people exert on each other to adopt a new behavior, and how the spread of the new behavior is affected by network structure. In addition, the social network approach provides useful insights in investigating both antecedents of a social structure, base of selections, and effects or outcomes of the social structure in a range of social settings (Burt, 2000, 1992; Granovetter, 1983, 1973). All these aspects of the social network approach are critical to the present study to examine and understand the structural complexity and dynamics of collective action systems.

2.2.3 Theory of Fields

The theory of fields provides critical information about procedural aspects of complexity and dynamics of collective action systems. Focusing particularly on how and why collective action emerges in the first place and continually changes in practice, the theory of fields explains the

meta-mechanism of collective action processes in contemporary society and the forms of action endemic to those collective action systems (Fligstein and McAdam, 2012, 2011; Abolafia, 2005).

Most importantly, the theory introduces the concept of ‘strategic action fields’ as the fundamental unit of collective action. A strategic action field is defined as “socially constructed meso-level social order in which social actors (either individual or collective) interact with knowledge and resources of one another on the basis of shared understanding about the purpose of the field, with the relationship to others in the field, and with the rules governing legitimate action in the field” (Fligstein and McAdam, 2011, P. 11-12).

The theory of fields helps to analyze the way in which diverse conditions—micro-situations, macro-contexts, and inter-field relationships—affect emergence, stability and change in strategic action fields (Fligstein and McAdam, 2012, 2011). First, the theory points out the impact of internal power dimensions, the relationship between incumbents and challengers within any strategic action field, regardless of the level of organization or stability. ‘Incumbents’ are those who have a privileged position and wield disproportionate influence within a field, and ‘challengers’ are those who conform to the dominant logic of the field, but await new opportunities to change the current structure or logic of the field (Fligstein and McAdam 2011). Then, the theory of fields explains how the skilled actors can maintain or (re)shape their power dimensions and (re)stabilize their strategic fields. As the core methods of actors to maintain their power and field, the theory introduces the concept of ‘social skills’: cognitive, empathetic, and communicative capacities that enable actors to identify a collective set of meanings shared by varying people, and to induce collective action by engaging the people with the constructed meanings (Fligstein and McAdam 2011; Jasper, 2006, 2004). For example, in an unorganized or organized but unstable field, actors either from a challenger group or outside fields use their social skills to mobilize people to collectively shape a new field, and acquire an incumbent position within the constructed field (Ganz, 2009). In an institutionalized or stable field, the

actors in a dominant group use their social skills to maintain the current logic and their positions in the field (Fligstein, 2001). Fligstein and McAdam (2012, 2011) then discuss the influence of broad macro-contexts and explain how the macro-contextual conditions, which are mostly external shocks, affect the internal process of transformations of a strategic action field.

Lastly, with respect to interdependence among micro-situations and macro-contexts, they emphasize the effect of inter-field relations—the level of dependency within the field—as the most prominent factor of procedural complexity and dynamics of collective action systems. Pointing out the fluidity of strategic action field boundaries, they explain how inter-field relationships explain the emergence, transformation, or settlement of a collective action system. A field in need could reach out to other proximate or distant state or non-state fields that have their own collection of either vertical or horizontal proximate or distant fields. When an ongoing field is less organized, by making connections with surrounding proximate fields, the field may obtain new ideas, resources, and practical skills for the incumbent actors within the field and help them to stabilize the logic or internal order of the field. However, the ties with the external fields could also rupture the established power dimension and stability of the ongoing field. In particular, when facing exogenous shocks arising from a proximate field or contextual conditions, actors in the incumbent group of the focal field may question the effectiveness of the internal logic of their strategic action field while developing a ‘general sense of chaos’ about the situation (McAdam and Scott, 2005). While the ongoing field loses the commitment from actors of an incumbent group through constructed confusion and sense of chaos, challengers within the field or a new set of actors from proximate fields use their social skills, provide alternative actions, mobilize consensus among other varying actors, and slowly construct a new strategic action field (Fligstein and McAdam 2011).

In summary, through identification of strategic action fields (meso-level social order), and by explaining interactions among micro-level situations within strategic action fields, macro-

level contexts, and intra/inter-field relations, the theory of fields helps to identify causal conditions of emergence, stability, and transformation of complexity and dynamics of collective action systems.

2.2.4 Theoretical Framework of the Present Study

Based on the above theoretical approaches, this study develops a framework of collective action systems, which can address the main research objectives of this dissertation. By incorporating theories of structure and theory of fields into the basic structure of IADF (See Figure 2-2), the theoretical framework proposes four processes to detail complexity and dynamics of collective action systems: (1) contextual environment of collective action systems, immigration and multiculturalism policy and practice (2) structural complexity and dynamics of collective action systems—variation, interaction, and selection, (3) procedural complexity and dynamics of collective action systems—meso-level social order—in , and (4) outcome evaluation and policy feedback to support policy decisions for enhancing the value of collective action systems. This framework guides the research design of this study to investigate the structural and procedural complexity and dynamics of collective action systems, a field which is under-explored in the current literature on collective action.

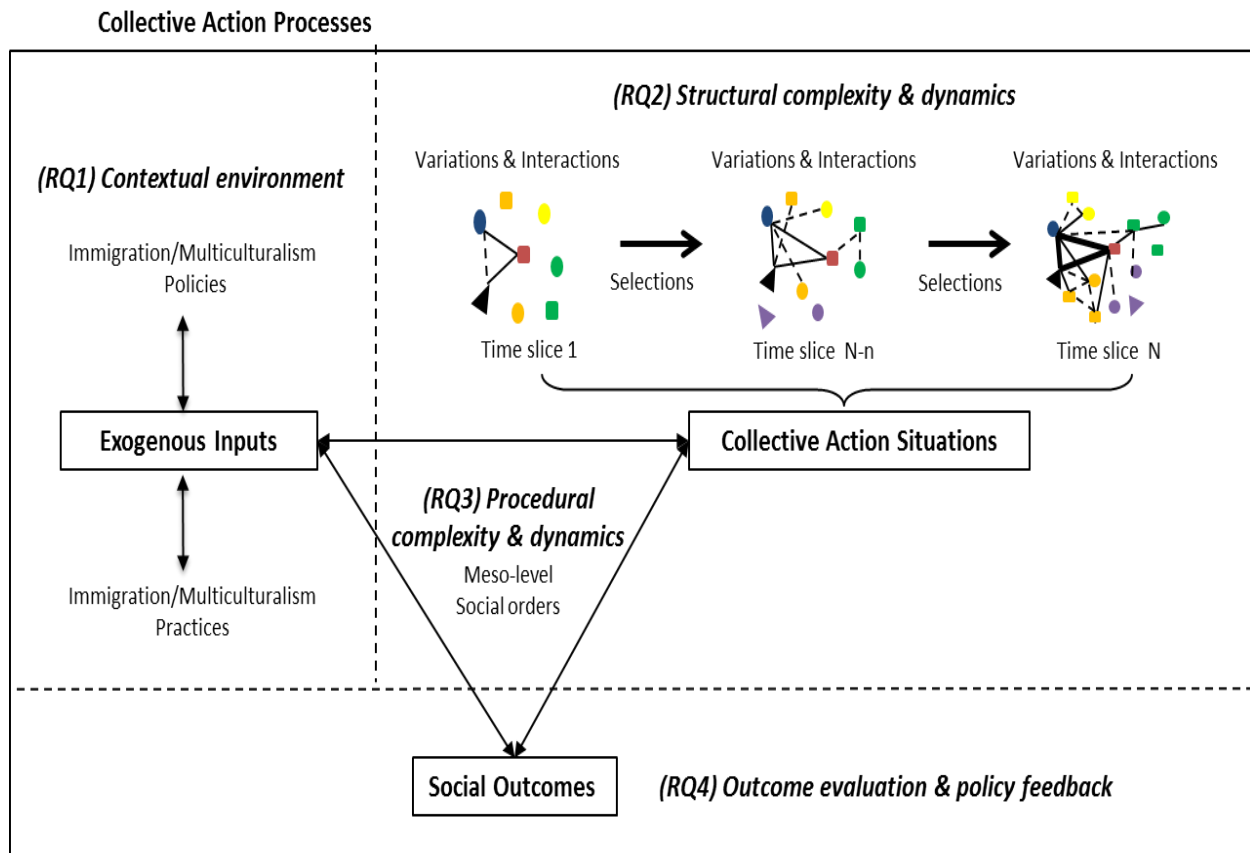


Figure 2-2 Theoretical Framework of the Present Study

2.3 RESEARCH QUESTIONS

Relying on this framework, this study focuses on understanding the structural and procedural complexity and dynamics of collective action systems in immigration and multiculturalism policy and practice.

Main research question: How and why did collective action systems emerge in the first place, and how and why did they continually change in immigration and multiculturalism policy and practice? What were the roles and effects of public policy in these processes? How could the value of collective action systems be enhanced in policy and practice?

1. Contextual environment

Exogenous input: What were the existing patterns of immigration and multiculturalism policy and practice that shaped and reshaped the contextual environment for collective action systems?

2. Structural complexity and dynamics of collective action systems

2.1. System variations: Who were the participants of collective action systems located in the contextual environment? How did the participants vary in terms of size, characteristics, and roles?

2.1 Interaction structures: What and how were the patterns of interactions among those diverse participants? Was there a significant change in patterns of interaction structure since the policy intervention? If so, in what ways?

2.2 Partner Selections: How did those diverse participants select one another as their collective action partners? Was there a significant change in the partner selection patterns before and after policy intervention? If so, in what ways?

3. Procedural complexity and dynamics

Meso-level social orders: How did diverse participants make sense of the contextual environment, and construct and reconstruct their collective action systems over time? Was there a significant change in the process before and after policy intervention? If so, in what ways?

4. Outcome evaluation and policy feedback

4.1 Social outcomes: What were the outcomes of the structural and procedural complexity and dynamics of collective action systems?

4.2 Decision Support Model: What should be taken into account to harness the complexity and dynamics, and to promote the values of collective action systems in immigration and multiculturalism policy and practice?

2.4 CONCLUSION

Scholars have developed the field of collective action studies by focusing on diverse types of collective action phenomena. However, few studies have actively explored aspects of complexity and dynamics in collective action structures and processes. In particular, assumptions embedded in the standard approach to social science research—focusing on linearity between independent variables and dependent variables in a given context—have constrained the exploration of the dynamics and complexity embedded in collective action systems in field study.

With respect to the importance of addressing the structural and procedural complexity and dynamics in the study of collective action, this chapter introduced relevant theoretical approaches. By linking the strengths of those theoretical approaches, I developed a theoretical framework that provides varying perspectives and strong guidance on how to explain the complexity and dynamics of collective action systems in policy and practice. On the basis of the theoretical framework, I raised a series of research questions to examine the complexity and dynamics of collective action systems and the role of public policy in these processes.

3.0 RESEARCH DESIGN AND METHODS

Truth-approximation thus requires the comparison of multiple beliefs, each of which is based on independent efforts to match the patterns specified by a theory with the patterns discovered by observing some referent system (W.Dunn, 1998, p. 9-10)

This study seeks to explore the complexity and dynamics of collective action systems in immigration and multiculturalism policy and practice. In order to achieve the identified research objectives, the present research is designed using various combinations of methods and data. In this chapter, I introduce the research design and various types of methods that are applied to provide valid and reliable answers to the research questions.

3.1 RESEARCH DESIGN

The present study uses a ‘Small-N comparative case study method.’ There are several advantages for using a small-N case study method. First, the case study method helps to document previously unrevealed connections among multiple facets of certain phenomena (George and Bennett, 2005; Yin, 1994; Ragin, 1987). In particular, the case study method is useful for answering the research questions that investigate less explored phenomena in field research (George and Bennett, 2005; Mahoney, 2000; Yin, 1994). Second, the case study method provides means for ‘modeling and assessing complex causations’ (George and Bennett, 2005; Mahoney, 2000; Ragin, 1987). This method helps to achieve the objectives of exploring the complexity and

dynamics of collective action systems. Third, the case study method provides proper guidance to the present research in identifying and providing rich and detailed explanations (George and Bennett, 2005; Mahoney, 2000) required for developing strategic models for managing or facilitating collective action systems.

Despite the listed benefits of the Small-N case study method, there are limitations inherent in the method, namely errors from uniqueness or artifactual conditions of the selected case selections (Yin, 1994). In order to conduct more compelling and robust research, the present study utilizes the integrated strategies of longitudinal within-case analyses and cross-case comparisons, suggested by George and Bennett (2005). In analyzing longitudinal within-cases as the first level analysis, both macro-contextual and micro-situational factors of each case are considered in detail (George and Bennett, 2005; Yin, 1994). In particular, studying each case at multiple points in time, I identify the impact of situational factors that are specific to the case and cancel out those factors in the analysis processes (Yin, 1994). From the cross-case comparisons between cases at the next level of analysis, I identify both similarities and differences between cases as well as common conditions and factors that have affected the dynamics and complexities of collective action systems in immigration and multiculturalism policy and practice of S. Korea (George and Bennett, 2005; Mahoney, 2000). This study design overcomes the inherent limitations of Small-N case study method and provides more powerful analytic conclusions as well as generates more valid and reliable information (Yin, 1994).

3.2 FIELD STUDY SITE SELECTION

For the selection of the cases, I first considered the comparability of cases and applicability of replication logic and decided to eliminate Seoul from the case pool. As the formal title of the

city—Special City—indicates, Seoul has too different a context and situation from any other jurisdiction in South Korea. Second, the jurisdictional composition of South Korea¹¹ is taken into account. At the macro-jurisdictional level, South Korea is composed of provinces and independent metropolitan cities. With respect to some varied circumstances inherent to each jurisdictional level, and “apparent social realities” (George and Bennett, 2005) including the percentage of immigration population, two cities were selected, one within a province and the other a metropolitan city, with the highest percentage of immigrant population. In the processes, I also included narrative history and archival records about collective action for immigration and multiculturalism policy and practice, as well as the accessibility of informant interviewees who were able to provide publicly undisclosed information and validate data collected from written records.

Table 3-1 Basic Information about Selected Cities (as of 2013)

| City | | Incheon | Ansan |
|--|---------------------------------------|------------------------|------------------------|
| Size | | 449.17 km ² | 149.39 km ² |
| Jurisdictional Level | | Metropolitan City | City in a Province |
| % of Immigrant Population (Avg. % in same jurisdictions) | | 2.6% (1.8%) | 7.6% (2.4%) |
| Immigrant/ Multicultural Population (as of 2013) | Semi-skilled immigrant workers | 30,620 (41.6%) | 27,798 (48.1%) |
| | Married Immigrants | 13,052(17.8%) | 5,224 (9.1%) |
| | Foreign-born Koreans | 5,992 (8.1%) | 9,828(17.0%) |
| | Second Generation | 9,552 (13.0%) | 4,490 (7.8%) |
| | Others | 14,372(19.5%) | 10,425 (18.0%) |
| | Total | 73,588 (100%) | 57,765 (100%) |

As a result, Incheon metropolitan city was selected among 6 metropolitan cities of South Korea. From the provinces, Gyunggi-do showed the highest rate of immigrant population

11 South Korea is composed of one Special City—Seoul; six independent metropolitan cities—Busan, Daegu, Incheon, Gwangju, Daejeon, and Ulsan; eight provinces—Gyunggi-do, Gangwon-do, Chungcheongbuk-do, Chungcheongnam-do, Jeonrabuk-do, Jeonranam-do, Gyungsangbuk-do, and Gyungsangnam-do; and one special independent province—Jeju-do.

(3.6%); from the cities in Gyunggi-do, Ansan city was selected. Table 3-1 below provides basic information about the selected cases of this study. Both cases are similar in terms of having the highest percentage of immigrant population at their respective jurisdictional levels as well as a long history of, and many records on, collective action systems. However, the contexts of the two cases are heterogeneous with regard to jurisdictional level, size, composition of immigrant population, percentage of immigrant population, and detailed history of collective action systems. The details of contextual similarity and variation of those two cities are explored in chapter 4.

3.3 UNIT OF ANALYSIS

The unit of analysis of this dissertation study is a collective action system. In order to analyze the system, observation was made at the level of collective social actors, including organization, group, association, and coalition. These collective actors vary in size, registration status, location, and other attributes. Thus, collective actors from diverse sectors—government and their agencies, nonprofit organizations, private businesses, and civil associations—and from jurisdictional levels—district, city, province, national, and international—which provide social services to local immigrants in these cases were included. Through observing organizational data, this research analyzes the patterns of complexity and dynamics of collective action systems in the two selected city cases.

3.4 METHODS FOR DATA COLLECTION

This study utilizes multiple types of data sources/instruments to collect valid and reliable information required by the research objectives and research questions. The necessary information includes: 1) contextual environment of collective action systems; 2) structural complexity and dynamics of collective action systems; 3) procedural complexity and dynamics of collective action systems; and 4) outcome evaluation and policy feedback to support policy decisions in order to enhance the value of collective action systems in immigration and multiculturalism policy and practice. The data sources/instruments include network coding, semi-structured interviews, documentation review, and perception surveys. Each source/instrument contains different types of information, and altogether they complement the limitations of each. Figure 3-1 summarizes how the proposed data source/instrument links to the methods, theoretical framework, and research questions of this study. Detailed information about the data source/instrument is discussed below.

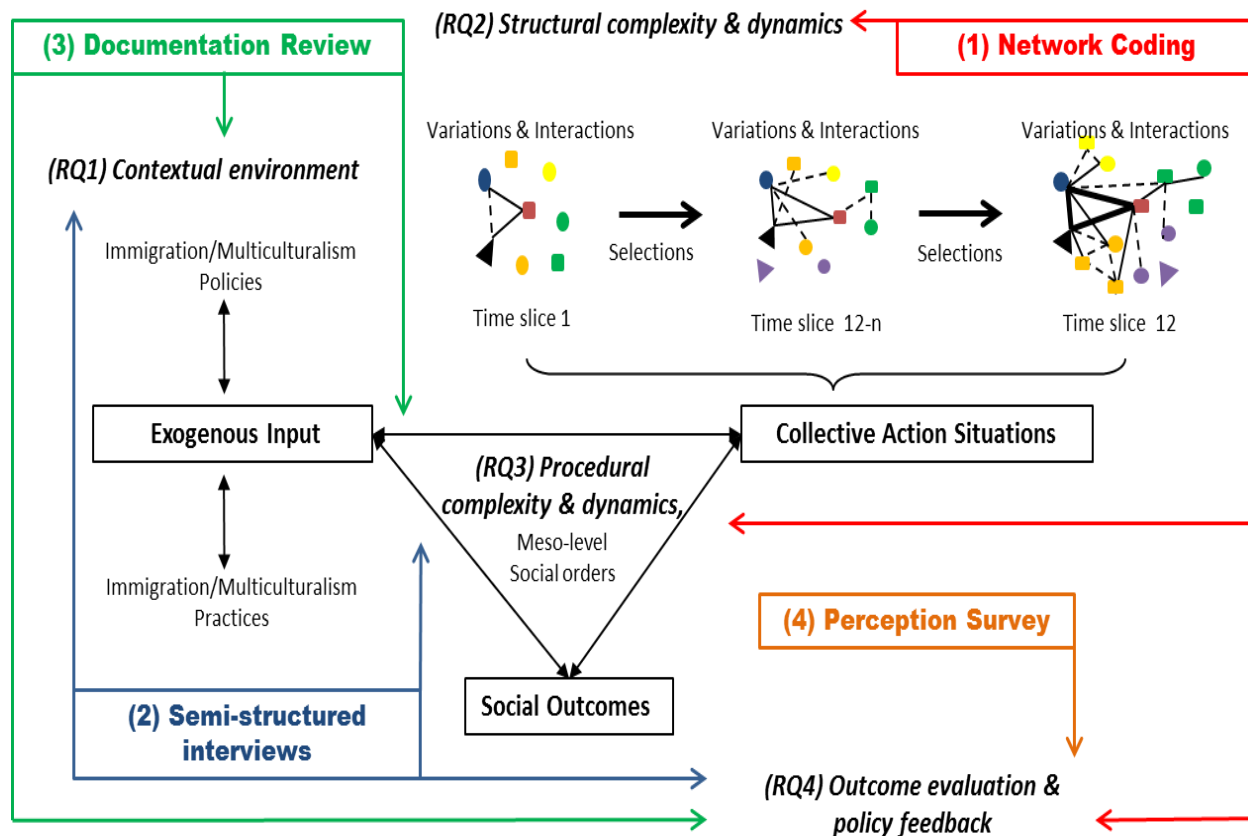


Figure 3-1 Theoretical Framework, Research Questions, and Data Collection Methods

3.4.1 Network Coding

In order to construct a validated database to measure structural complexity and dynamics of collective action systems, this study used the network-coding—content analysis of newspaper articles—method. First, I collected information about any type of interactions and transaction among diverse organizations participating in the policy arena. Identification of interactions among diverse collective actors often reveals important information necessary to understand collective social behavior than the averaged values of attributes of those collective actors (Knoke and Yang, 2008). Attributes of individual collective actors may influence patterns of interactions among agents, not vice versa. Yet, patterns of interactions among diverse actors are both causes and results of changes in perceptions, beliefs, and actions of those agents (Knoke and Yang,

2008). Therefore, identification of structural patterns or changes provides direct and critical insights to explain dynamics and complexity of collective action systems. The basic components of the database are the set of dyadic interaction/transaction links between any two organizational participants, or the set of actions by single organizational participants within the boundary of the collective action system. Each row of the database contains the name of the organization(s) and the content of (inter)action involved in a single network dyad or a single network monad. In the case of events involving multiple organizational interactions, each dyadic interaction between two organizations was spread over multiple lines of the database. Each dyadic interaction between two organizations—organization_i and organization_j—is indicated as X_{ij} in the adjacency matrix of each case. In the dyadic interaction, ‘X’ indicates the level of interaction between organization_i and organization_j. The links between organization_i and organization_j are not directed. In addition, the links between organization_i and organization_j are symmetric. Therefore, X_{ij} is equal to X_{ji} for all I and J. From the network coding, I identified which organizations have been participating in the collective action systems in immigration and multiculturalism policy and practice at which time slices. In addition to the interaction data, I also include data on the attributes of identified agents of collective action networks. Even if the attribute data is not sensitive to the changes in behavioral patterns or contextual changes, the attribute information is still crucial to the analysis of system variations of collective action systems in each city. The attribute information collected is funding sources (public, private, nonprofit), jurisdictional levels (municipal, provincial, national, and international), focal arenas of participation, year of entrance, and periods of participation.

A full set of network databases was constructed through iterative network coding and data cleaning. From June 2013 to June 2014, all the newspapers were read in Korean and coded in English. Multiple local newspapers published from 2002-2013 were reviewed. I conducted longitudinal observation, including before and after the first master plan for the immigration and

multiculturalism policy intervention point in 2008 to assess the impact of the policies on the structural dynamics and complexity of collective action systems in practice. In addition, I reviewed multiple newspaper sources to construct a valid and reliable network database. Network data is valid only if the database includes the information about all the existing relations among all members in a network. In order to identify valid information, a network coding process was iterated with additional newspaper sources until the approximated power law distribution of the frequencies of new participants, decaying rate of entrance of new participants, was observed. In the end, a total of nine newspaper sources—five published in Incheon Metropolitan city and four in Ansan city—were reviewed. I used variations of the search terms “immigrants,” “multiculturalism,” and “immigration” in order to identify the relevant articles from each newspaper. From the four different newspapers published in Ansan, a total of 1,128 relevant articles were returned by the search terms, and 1,366 entries of network dyad or monad events were coded. From the five distinctive newspapers published in Incheon, 1,968 relevant articles were returned, and 2,304 entries of network dyad or monad events were coded. From the data coding, 449 organizations in Ansan, and 654 organizations in Incheon were identified.

3.4.2 Semi-Structured Interviews

In order to collect in-depth information about procedural dynamics and complexity of collective action systems and the impact of collective action systems, I conducted semi-structured interviews. Information including the perceptions, orientation, or evaluation of the participants is rarely published in existing documents. Therefore, a direct approach to the participants of collective action in the policy and practice was the best way to acquire appropriate information about why, when, and how the participants decided to participate in the collective action and to change their actions in a particular way.

To select informant organizations, I used the stratified sampling strategy using the network database. From the network data of each case, I observed a large number of isolated organizations or organizations that participated only temporarily. These organizations might not have contributed to the complexity and dynamics of collective action systems in each city. Therefore, I conducted static network analyses with the network database to identify the central informant organizations¹²—in terms of structural power and position—of collective action in each city. Based on the analysis results, 17 central organizations from Ansan, and 23 from Incheon were selected for the study samples and contacted via phone calls and e-mails to ask for participation. Among those selected, 4 organizations from Ansan, and 3 organizations from Incheon refused to be interviewed or could not be reached due to various circumstances. Therefore, the final interview samples of this study were a total of 33 organizations. Specific informant interviewee(s) were selected and introduced by each participating organization. In total, 39 organizational representatives or practitioners including government officials, academics, and foundational or nonprofit representatives and practitioners participated in interviews. Table 3-2 provides summarized information about the interviewees.

Table 3-2 Informant Organizations and Interviewees by Case

| City | | Incheon | Ansan | Total |
|--------------------------------|-----------------------|----------------|--------------|--------------|
| Informant Organizations | Public | 4 | 3 | 7 |
| | Semi-Public | 4 | 3 | 7 |
| | Nonprofit | 12 | 7 | 19 |
| | Total | 20 | 13 | 33 |
| Interviewees | Representative | 12 | 8 | 20 |
| | Practitioner | 12 | 7 | 19 |
| | Total | 24 | 15 | 39 |

¹² I consider degree, betweenness, and eigenvector centrality measures for the selection.

All interviews were guided by a semi-structured format protocol¹³ that posed a common set of open-ended questions in order to ensure the comparability of the data (Blee and Taylor 2002). Interview questions were designed mostly based on the social network measurements provided by the Consortium on Chicago School Research (CCSR). First, the interviewees were asked to describe current/past roles or functions of his/her/their organization within the collective action network, and to describe contextual challenges that possibly threatened the collective action network processes. Second, the interviewees were asked to share their perceptions about the impact of collective action network processes on their organizational performance and on the macro domain of immigration and multiculturalism policy and practice. The third set of questions focused on identifying antecedents—especially their perceptions on traits of partner organizations—which were perceived to be important for interactions or transactions among participants of collective action systems. In addition, the interviewees were asked to explain why those antecedents were more important for the collective action systems than other antecedents.

With regard to the specific conditions and context of each organization, specific responses drawing from broad themes and interpretations were also allowed. The flexibility of the semi-structured interview processes enriched the depth of information by adding the respondents' experience, thoughts, and interpretations of reality (Blee and Taylor 2002). This provided additional information about field boundaries of collective action systems in immigration and multiculturalism policy and practice.

Interviews were scheduled between mid-January and the end of February 2014. All interviews were conducted in Korean. All interviews were confidentially conducted face-to-face at the sites that interviewees designated, such as cafés, offices, and their field sites. The average time taken for interviews was around 55 minutes. The interviews were audiotaped and noted

13 A draft of interview protocol is located in the appendix 1

with the consent of the interviewees, transcribed, and coded based on an analytical scheme that organized responses around a set of core categories. The core categories included the following: (1) micro-level situations of collective action systems—actors, collective identity, social skills, power dynamics, and perceptions; (2) macro-level context of collective action systems—policy, laws, exogenous events; (3) dynamic interactions between macro-level contexts and micro-level situations; (4) social impact of collective action. The initial lists of codes were tested, and some codes were incorporated into a larger construct. Then, the final categories and some quotes were translated into English. As the only researcher of this study, I coded all the interviews. Thus, no inter-coder reliability issues were involved in the data set. In addition, with an eye to the common methods bias, I performed triangulation of the findings from the analysis of interview data with the results from documentation review of diverse sources, such as local newspapers, situation reports, research reports, minutes among actors, and administrative handbooks.

3.4.3 Documentation Review

First, multiple sources of documentation were reviewed to collect data about contextual environment, procedural complexity and dynamics, and outcomes of collective action systems in immigration and multiculturalism policy and practice. In particular, the contextual environment is measured in terms of institutional, administrative, financial, social, demographic, legal, historical, and economic features of the policy and practice. In the process, I first utilized open source documents, including mission statements, organizational charts, operational plans, laws, public statistics and procedures. Those open source documents were found on the websites of relevant public organizations. Second, I analyzed the content of situation reports, research reports, minutes among actors, and administrative handbooks that I obtained upon request. While I was reviewing those documents, I collected some ‘quotes’ that may enrich the explanation or

interpretation of the analytical results about dynamics and complexities in structures, processes, and performance of collective action systems in each case.

3.4.4 Perception Survey

A network and perception survey to provide supplementary information about outputs and outcomes of collective action systems was conducted. I faced several difficulties in identifying and selecting survey respondents due to the frequent entry and exit of diverse organizational participants in collective action systems during the 12 years of the observation period. Therefore, I decided to administer the survey to the 33 domain expert organizational informants selected for interviews.

Initially, the survey was designed to update the network data collected by the network coding through content analysis of documents and reports. Accordingly, the first part of the survey was about inter-organizational relationships and the leadership of the collective action. Specifically, the participants were asked about their transaction ties regarding information, knowledge, technology, and resource exchanges. The survey participants were first directed to indicate from which organizations they had been seeking advice, support, and information concerning the immigration and multiculturalism policy and practice. A roster of names of organizations was provided to survey participants. In the same way, the respondents were asked to identify their partner organizations that have approached them for the same purposes. Lastly, the respondents were asked to indicate the (either formal or informal) leaders of their collective action network in the policy arena. However, the questionnaires are only good for measuring current interactions, but not suitable for observation over the 12 years of the study period. In addition, even if they answered based on their own longitudinal aspects, survey questions might lead to strong recollection bias of respondents and the distortion of the analysis results. In light

of the bias and limitations inherent in the dataset, this part of the survey data was not combined with the main network database, but was used to provide supplementary explanations about behavioral patterns of central participants of collective action systems.

In order to measure outcomes of overall collective action systems, I utilized the second part of the survey, which contained organizational perceptions salient to outcomes of local collective action systems. The survey questionnaire measures the level of information sharing, shared responsibility, innovation, inter-organizational perceptions, attitudes on innovation, mutual-trust, organizational performance, and contextual roadblocks. The survey protocol is located in appendix 2.

3.5 ANALYSIS PROCEDURES

This study adopted mixed analytical methods for analyzing various combinations of data sets in order to answer this set of research questions. Figure 3-2 provides a graphical overview of where the various types of analytic methods fit into the theoretical framework, research questions, and diverse types of data. Detailed explanations of the analysis procedures are provided below.

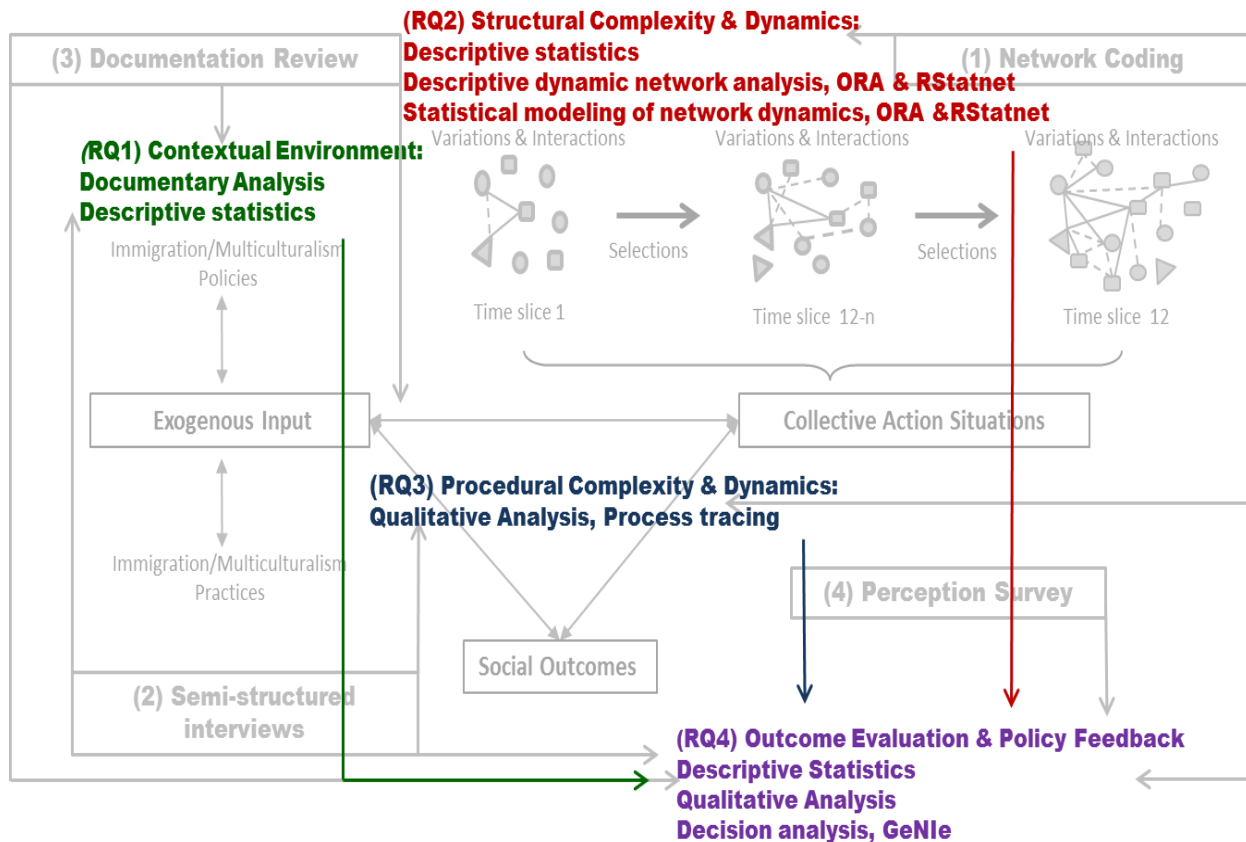


Figure 3-2 Use of Multiple Analytic Methods

3.5.1 Documentary Analysis

The present study conducted documentary analysis with a database constructed from multiple sources of documents. Through documentary analysis, I investigated the contextual environment for collective action systems in terms of policies and the practice of immigration and multiculturalism (RQ1). The policies include both a national- and city-level institutional system that is exogenous to local collective action systems in each case. The practice of multiculturalism includes the size and types of immigrant populations in South Korea. By examining the contextual environment, I identified the exogenous inputs that influenced the complexity and dynamics of collective action systems. In addition, I explained how the contextual environment had changed over time. The documentary analysis results were also utilized in the triangulation

of semi-structured interview data and in the analysis of the procedural complexity and dynamics of collective action systems (RQ3).

3.5.2 Statistical Analysis

In this study, only descriptive statistics were used to identify frequency distributions or to summarize collected through documentation review, network coding, and perception survey. First, the descriptive statistics of longitudinal data collected through the documentation described the patterns of the contextual environment of collective action (RQ1), Second, from the descriptive statistics of network data, -system variations of collective action systems- were investigated (RQ2-1). In addition, I analyzed perception survey data to investigate the average level of outcomes of the collective action systems (RQ4).

3.5.3 Network Analysis

Two different network analysis methods were employed to measure the interaction/selection patterns among participants within the dynamic and complex collective action network processes of each case (RQ2-2, RQ2-3).

3.5.3.1 Descriptive dynamic network analysis

In order to analyze complex and dynamic interaction patterns of the collective action systems that emerged in the contextual environment, this study first conducted descriptive network analysis. The overall interaction patterns among participants of collective action networks were analyzed using a network analysis software program, **ORA** (Carley, 2011) and the **R** programming language (R Core Development Team, 2011) using the **Statnet** suite of packages

(Handcock et al., 2003). The database constructed by the network coding and documentary analysis was used to visualize the network structure and to model the dynamic patterns and characteristics of collective action network processes in both cases. I first examined the overall complexity of interaction structures by analyzing the static network that contained the full set of interactions observed at all-time slices. Then, with respect to the focus and emphasis of the present study on dynamics of collective action systems and to the identification of the detailed information about interactions based on the period of study, the network data was separated into 12 distinct time slices in order to generate dynamic network analysis. In summary, a total of 13 static networks—1 all-time static network and 12 static networks at different time slices—were analyzed for each case. The network measures to be calculated were the changes in node counts, isolate counts, link counts, density, fragmentation, distance, clustering coefficients, network properties, and central actors based on centrality measures (Jackson, 2009; Newman et al, 2006; Carrington et al., 2005; Wasserman and Faust, 1994; Freeman, 1978). The analysis results reveal specific information including structural roles and positions of the participants within the collective action networks, diverse patterns of transactions among the identified participants, and macro structural patterns of connections at the system level (Carrington et al., 2005; Wasserman and Faust, 1994). Ultimately, the network analysis provides evidence inferring the underlying structural organizations of each case and develops policy implications regarding systematic coordination of collective action networks in immigration and multiculturalism policy and practice.

3.5.3.2 Statistical modeling of network dynamics

Applying the statistical modeling technique designed for the analysis of network data, this study further explains underlying patterns of partner selection processes that govern the change in structural dynamics and complexity of collective action network processes before and after

policy intervention. Among the statistical modeling techniques optimized for network data, this study adopted the Multiple Regression Quadratic Assignment Procedure (MRQAP) analysis and Exponential Random Graph Modeling (ERGM). Both methods support statistical investigation on the association of selection tendency—the local partner selection behavior of participants to the macro collective action network formation or dissolution. Both methods provide either simulation or permutation methods to generate null distribution and identify the statistical significance of inherent dependence/local network configuration of the observed network data on the network formation or dissolution. In particular, MRQAP provides a regression-like methodology for investigating associations between multiple network matrices. In addition, ERGMs simultaneously measure the impact of exogenous attributes of participants and their structural positions on the generative collective action network formation. In order to analyze MRQAP, I used **ORA** (Carley, 2011) network analysis software. To analyze the ERGMs, the **Statnet** suite of packages (Handcock et al., 2003) operating within **R** programming language (R Core Development Team, 2011) was used. The database constructed by network coding and documentary analysis was used for the analysis. Details about each method are discussed in chapter 7.

3.5.4 Qualitative Analysis

Process tracing was conducted to examine procedural dynamics and complexity of collective action systems (RQ3), and decision analysis was conducted to provide policy feedback in order to enhance the value of collective action systems in immigration and multiculturalism policy and practice (RQ4). I used the qualitative data from documentation reviews and interviews in process tracing and overall findings from other analyses in the decision analysis.

3.5.4.1 Process tracing

I utilized the ‘process tracing’ method to explain the way in which the collective action network emerged and changed over time. Using the data from interviews and documentary analysis, this analysis investigated the complex and dynamic processes of collective action systems in response to inter-changeable interactions between macro-level contextual variations and micro-level situational variations. Then, the similarity and differences across the results of process tracing on each case were compared in order to identify the common patterns of dynamic meso-level social order of collective action systems. In the process, I utilized QGeNIe 2.0 modeling environment (Decision Systems Laboratory, 2013) to describe the probabilistic relationships among factors and conditions of collective action processes.

3.5.4.2 Decision analysis

The final objective of this study is to develop a policy decision model that can be utilized for enhancing the value of collective action systems in immigration and multiculturalism policy and practice (RQ4). The model was built based on the findings from all preceding analyses. In particular, the findings from all the preceding analysis provided parameter information to the Bayesian network model of collective action systems. The decision analysis software program, GeNIe (Decision Systems Laboratory, 2013), was used to build the Bayesian network model. With the models, I investigated the influence-relationships among the factors of collective action. However, it is difficult to extract the exact probability of each code/construct of the Bayesian network models. Therefore, both subjective probabilities that were judged based on qualitative database and the mean values of quantitative findings were utilized in the initial model generation. With respect to overall findings, I suggested policy recommendation that could

redirect or relocate the roles and tasks of policy makers or administrators for the systematic coordination and facilitation of collective action systems.

3.6 VALIDITY AND RELIABILITY

Empirical research may lose its value unless diverse potential threats to its validity and reliability are eliminated. In particular, regardless of its many benefits, a mixed-method design is prone to threats to validity and reliability at various levels. Thus, in this section, I discuss which kinds of threats to validity and reliability existed and how those were controlled or treated in the research procedures.

3.6.1 Validity

First, I tested whether this study measured the intended concepts—the complexity and dynamics of collective action systems. Based on the theoretical framework, the concept was divided and measured into two general processes: structural and procedural complexity and dynamics of collective action systems. Second, considering single source or methods bias in measuring concepts, observations were made using multiple sources and instruments. I incorporated data from multiple local newspapers, handbooks, meeting minutes, and whitepapers published by different organizations/sectors that might have different orientations, views, or emphases in recording the relevant events. In particular, the content of network coding and interviews were backed by perception surveys and documentation reviews to capture structural patterns of collective action among diverse participants in the real world. Also, conducting data collection based on power-law distribution, I identified the approximate population of collective action

network processes and system capacity and maturity. Lastly, I employed interview protocol and perception survey questionnaires from reliable sources that had already tested the connection between concepts and the measurements.

Second, the generalizability of the study results was limited due to the small number of cases. This generally limits the variance in other exogenous factors, such as norms, area, laws, or cognitions. However, because of its careful design and methods, the study offers a critical baseline assessment for future research that might replicate the research design and promote further explication. These factors ultimately minimize the threats to the external validity of this study.

Lastly, this study does not make statistical inferences based on a standard linear model; thus, there is no practical threat to internal validity and statistical conclusion validity.

3.6.2 Reliability

This study focuses on maintaining consistency and stability of the measuring instruments to ensure the dependability of the results of the study. First, all the data collection, coding, and cleaning procedures were administered by the author only. Therefore, there are no inter-coder reliability issues in the data set. In addition, the set of databases was checked multiple times to minimize errors and enhance the consistency of the data.

With respect to the reliability of network data, I used published newspaper articles as a data source. Many studies collect social network data using network surveys. However, I used newspaper articles because they were recorded in real time, thus preventing errors from survey participants' recollection of past interactions. In addition, I designed the network-coding manual prior to actual coding and followed the manual throughout the network-coding procedures to maintain consistency.

In order to obtain the reliability of the data from the interviews and perception surveys, I employed a stratified sampling method that maximizes the variance of experiences and opinions represented. I used face-to-face methods to conduct interviews and surveys in order to obtain higher understanding of the contexts and respondents as well as higher rates of return (Kerlinger and Lee, 2000; Miller and Salkind, 2002). In addition, the interviews and surveys were administered based on standard procedures and protocol in order to minimize errors and variance (Kerlinger and Lee, 2000).

3.7 SUMMARY AND CONCLUSION

The present research conducted a Small-N case study of two primary cases, Ansan and Incheon, employing the strategies of longitudinal within-case analysis and across-case comparisons. This study adopted mixed methods and constructed a set of databases drawn from diverse data sources. Specifically, this study used mixed methods to address the complexity and dynamics of collective action systems. In addition, the study adopted varying analytic methods to model the dynamics and complexities of collective action systems and to overcome the limitations of standard linear methods of analysis-based research. Table 3-3 provides the summaries of the overall research design procedures of this study.

Table 3-3 Summaries of Research Design: Research Question, Data, and Analytic Methods

| Case | | Incheon | Ansan |
|---|----------|--|---|
| Case study Strategy | | Longitudinal within case analysis + across case comparisons | |
| Study Period | | January 2002- December 2013 (6 years prior and 6 years after policy intervention in 2008) | |
| Unit of Analysis | | Collective social actors (e.g. organizations, group, association, and coalition) | |
| Contextual environment (Q1) | Data | Documentation review | |
| | | Semi-structured interview data | |
| | Analysis | Documentary analysis | |
| | | Descriptive statistics | |
| Structural Dynamics and Complexity (Q2) | Data | Network coding 5 different local newspapers (June 2013-June 2014) | Network coding 4 different local newspapers (June 2013-June 2014) |
| | | Documentation review | |
| | Analysis | Variation: Descriptive Statistics | |
| | | Interaction: Descriptive dynamic network analysis, ORA& RStatnet | |
| Procedural Dynamics and Complexity (Q3) | Data | 20 Face to face semi-structured interviews (Mid-January- February, 2014) | 13 Face to face semi-structured interviews (February, 2014) |
| | | Documentation review | |
| | | Results from descriptive dynamic network analysis | |
| | Analysis | Qualitative data analysis | |
| Outcome Evaluation & Policy Feedback (Q4) | Data | Interview data | |
| | | Perception survey | |
| | | Results from all preceding analyses | |
| | Analysis | Descriptive statistics | |
| | | Qualitative data Analysis | |
| | | Decision analysis, GeNIe | |

4.0 CONTEXTUAL ENVIRONMENT OF COLLECTIVE ACTION SYSTEMS: IMMIGRATION AND MULTICULTURALISM POLICY AND PRACTICE

Every life of a character is within a context. If I write detached from a social and political background, my story looks like a soap opera where everybody is indoors, not working and living off their emotions.

-Isabelalle Allende, 2008

The main objective of this chapter is to understand the contextual environment within which collective action systems emerged and transformed in reference to immigration policy and practice in South Korea. In particular, I examine extensive lists of documents in order to identify detailed patterns of the contextual environment. The structure of this chapter is as follows: First, I briefly discuss the definition and operationalization of the construct of the contextual environment of collective action systems. Second, by examining the policy and practice at the national level, I identify the fundamental contexts that influence the emergence of the contextual environment at the city level. Third, I investigate the details of the city-level contextual environment on collective action systems, which are distinctive to each case. Then, the findings are compared across cases to identify the commonalities and differences between cases. At the end of the chapter, the overall findings are summarized.

4.1 CONTEXTUAL ENVIRONMENT

Agents or their collective action systems are located within a certain contextual environment. A contextual environment of collective action systems is set by combinations of diverse inputs from social, cultural, institutional, and physical factors which are either initially or continuously exogenous to the collective action systems (McGinnis, 2011). IAD framework identifies three categories of exogenous input variables. These are bio-physical world, rules in use, and attributes of community (Ostrom 2005). The bio-physical world can be understood as the subjects of participation of agents. Based on the conditions of those subjects, participants make decisions about their entry and exit in collective action systems. Rule-in-use maintains order to collective action systems by justifying what actions (outcomes) are required, allowed, prohibited, permitted, or forbidden. Attributes of community are commonly-shared ideas or understandings among participants. Shared ideas or understandings either strengthen or weaken the collective activities among participants. These exogenous input variables together create a contextual environment within which collective action systems emerge and change.

As the focal arena of this study is immigration and multiculturalism, the bio-physical world is the immigration and multiculturalism practices and the rules-in-use are the immigration and multiculturalism policies. Immigration and multiculturalism practices are identified by the size, types, and issues of immigrant populations. In addition, relevant social causes—economic, cultural, and historical situations—that induce change in the size, types, and issues of immigrant populations are also regarded as immigration and multiculturalism practices. Immigration and multiculturalism policies are identified by examining *de jure* institutions, administrative systems, policy implementation structure, and available public resources relevant to the policy.

In order to identify the contextual environment, I trace the changes in the practice and policies and explain how those identified exogenous inputs interdependently establish the

contextual environment for collective action systems. In particular, with respect to hierarchically nested relationships between policy and practice at the national and local levels, I first trace changes in national-level immigration and multiculturalism practices and relevant policy structure and processes. The national policy structure and processes provide the constitutional contextual environment that becomes a framework for rules and regulations at the local level, and manage local participants' actions of provision, production, distribution, appropriation, assignment, and consumption of resources (Ostrom 2005). Then, I identify the local contextual environment of collective action systems by examining the local policy and practice for each case.

4.2 IMMIGRATION AND MULTICULTURALISM POLICY AND PRACTICE AT THE NATIONAL LEVEL

Although the observation period for this study was between 2002 and 2013, I temporarily extended the observational period to include the previous 10 years to be the pre-observational period exclusively for this section. The extension helps to understand changes in exogenous inputs at the national level and to show how the changes shaped the constitutional contextual environment of collective action systems.

Figure 4-1 illustrates the percentage of immigrant¹⁴ population in South Korea during the past two decades. Despite a few fluctuations, the foreign population consistently increased¹⁵. In

14 Following the definition of immigrants provided by government publication, in this study, the term immigrants include all types of foreigners staying in South Korea. These are foreigners with no citizenship—workers, married immigrants (citizen's spouse), foreign students, foreign-born Koreans, investors, etc., and foreigners with citizenship, and the kids with one or both foreigner parents.

15 Ministry of Administration (MOA), Statistics Korea (KOSIS), and Korea Immigration Service (KIS) at the Ministry of Justice provide data about foreign residents in South Korea. Thus, I presented the data from all these sources. However, understanding the limitations of each set of data, I used data from KIS—including both registered and undocumented based on their entry and

the early 1990s, the total number of foreigners was 65,673, or approximately 0.15 % of the total population at the time. However, in 2013, the total number of immigrants became 1,576,034, or over 3% of total population.

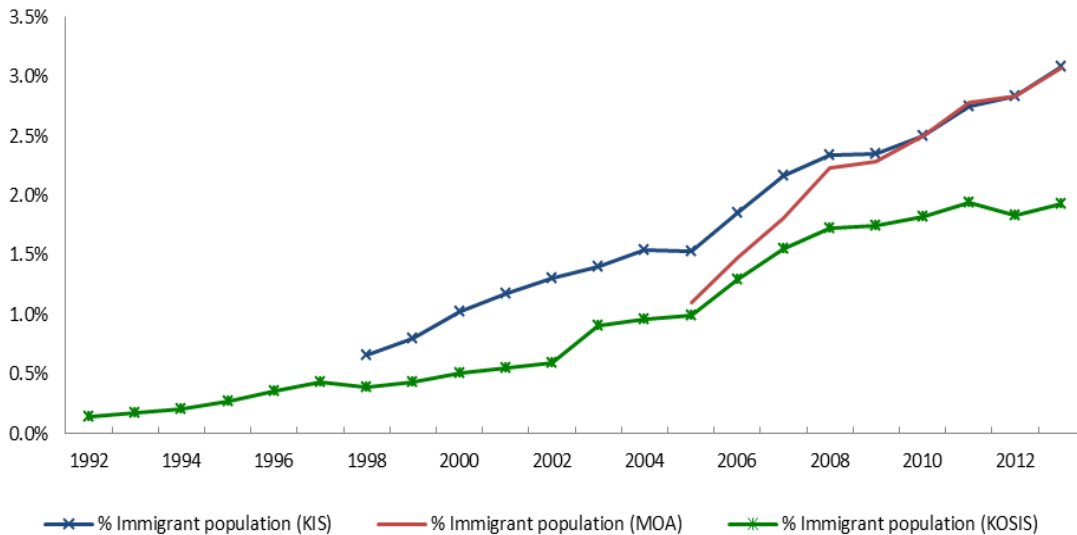


Figure 4-1 Percentage of Immigrant Population in South Korea by Year

During this period, there were changes in immigration and multiculturalism practices, as well as relevant policy structures and processes. Types of immigrants were diversified. The economy of South Korea fluctuated. Social and public attention on the issue grew. In addition, in responding to these changes in various parts of society, the South Korean government enacted, implemented, and updated a varied set of laws, directives, policies, and plans relevant to immigrants. Details of all of these interdependently evolving policies and practices were explored and analyzed, as reported below.

exit—to provide the basic information about foreign resident population, and data from MOA and KOSIS to supplement information that is missing from the KIS data set.

4.2.1 Immigration and Multiculturalism Policy and Practice in 1990s

In the early 1990s, the size of the population of foreigners in South Korea was very small. At the time, types of foreign residents were mainly U.S. troops stationed in South Korea, foreign missionaries, tourists, foreign-born Koreans, or a few foreigner-celebrities (김혜순 외 2009). Most of these foreigners were short-term immigrants. In addition, their legal status and social boundaries were clearly defined; hence, they did not need frequent or intense interaction with Korean Society. Therefore, in the early 1990s, immigrants and topics related to immigrants did not receive much attention in South Korea.

In the mid-1990s, immigration problems started appearing in South Korean society. As small- and medium-sized businesses (SMBs)—mostly manufacturing industries—experienced difficulties in finding affordable domestic laborers, the South Korean government introduced an ‘industrial training system (for foreigners)’ in November 1993 in order to protect SMBs as well as the overall economy of South Korea,. With the entrance of 20,000¹⁶ first batch trainees, the institutional system initiated the influx of low/semi-skilled foreign workers in South Korea (김혜순 외 2009). Yet, as the legal status of these foreign workers was defined as trainee, not employee, the remuneration for their work was much less than the standard minimum wage of other employees in the same workplace. Other employment benefits were not guaranteed to the industrial trainees, either. At the same time, many employers abused those trainees by taking advantage of their legal status. Due to the income differentials as well as harsh working conditions, in mid- to late-1994, many industrial trainees left their designated programs and became undocumented immigrants. In addition, the majority of industrial trainees did not follow

¹⁶ Korea Federation of Small and Medium Business of South Korea accredited Nepal, Myanmar, Bangladesh, Vietnam, Sri Lanka, Indonesia, China, the Philippines, Pakistan, Uzbekistan, Thailand, Mongolia, and Kazakhstan as Industrial Training System partner countries, and certified some local institutions for identifying and sending assigned number of trainees from their countries.

the exit requirement. They continued on after the completion of their training program, and lost their legal status in South Korea. However, these undocumented workers easily became the subjects of exploitation even if they found other jobs. The increasing number of undocumented immigrants and the cases of infringement of their human rights became emerging social and policy problems in late 1994. In addition, in January 1995, as 12 industrial trainees from Nepal staged a sit-in clamoring for protection of their human/labor rights at the Myeong-dong Catholic Church¹⁷, social attention and criticism of the industrial training system for immigrants intensified.

With respect to the emerging problems, the Ministry of Labor immediately designed and implemented ‘Directives for Protection and Management of Industrial Trainees’¹⁸ in February 1995. Following that, in 1996, the Ministry of Labor suggested and attempted to enact work permit systems that would have allowed longer-term stay as the comprehensive solution to the problems caused by the industrial trainee system. Yet, pointing out the intense updates of the industrial training systems implemented in the previous year, other ministries and departments did not support the suggestion of the Ministry of Labor, and the plan was suspended.

As the Asian Financial Crisis in 1997 suppressed the overall economy of South Korea, all social and public attention on the issues switched to the recovery of the national economy; hence, the issues of foreign industrial trainees and the side effects of the system subsided. Meanwhile, SMBs that suffered most from the economic crisis placed greater dependence on the labor supplies from the industrial training system. In response to the demand, the South Korean government increased the quota of foreign industrial trainees, and more trainees entered South Korea through the industrial training system. These created a constant increase in the population

¹⁷ The most prestigious Catholic Church building in South Korea

¹⁸ Based on the Labor Standard Act, the directives requires the employers of industrial trainees to provide minimum wage and additional employment benefits—industrial accident compensation insurance and health insurance—to their trainees, and prohibit forced labor, and physical or language violence.

of foreign residents in the late 1990s. Finally, in 1999, the total number of immigrants surpassed 1% of the total population of South Korea (Figure 4-1).

4.2.2 Immigration and Multiculturalism Practice and Policy Structure and Process in 2000s

In early 2000, the South Korean economy recovered from the financial crisis. However, Korean society faced another crisis, unwanted increase in illegal immigrants due to the loophole of the industrial training system. In particular, at the end of 2002, the total number of undocumented immigrants reached 79.1% of the total number of foreign migrant workers in South Korea (이규용외 2008). With an eye to the problem, in 2003, the national government of South Korea enacted the Act on Employment of Foreign Workers. In the same year, the Prime Minister's office organized the Foreign Workforce Policy Commission to deliberate and decide on relevant policies. To implement the (renewable) work permit system and to protect the rights and interests of foreign migrant workers, the Ministry of Labor established the Foreign Workforce Employment Commission with representatives from trade unions and management relations. Figure 4-2 illustrates the members of each commission, and the relationship between the two commissions.

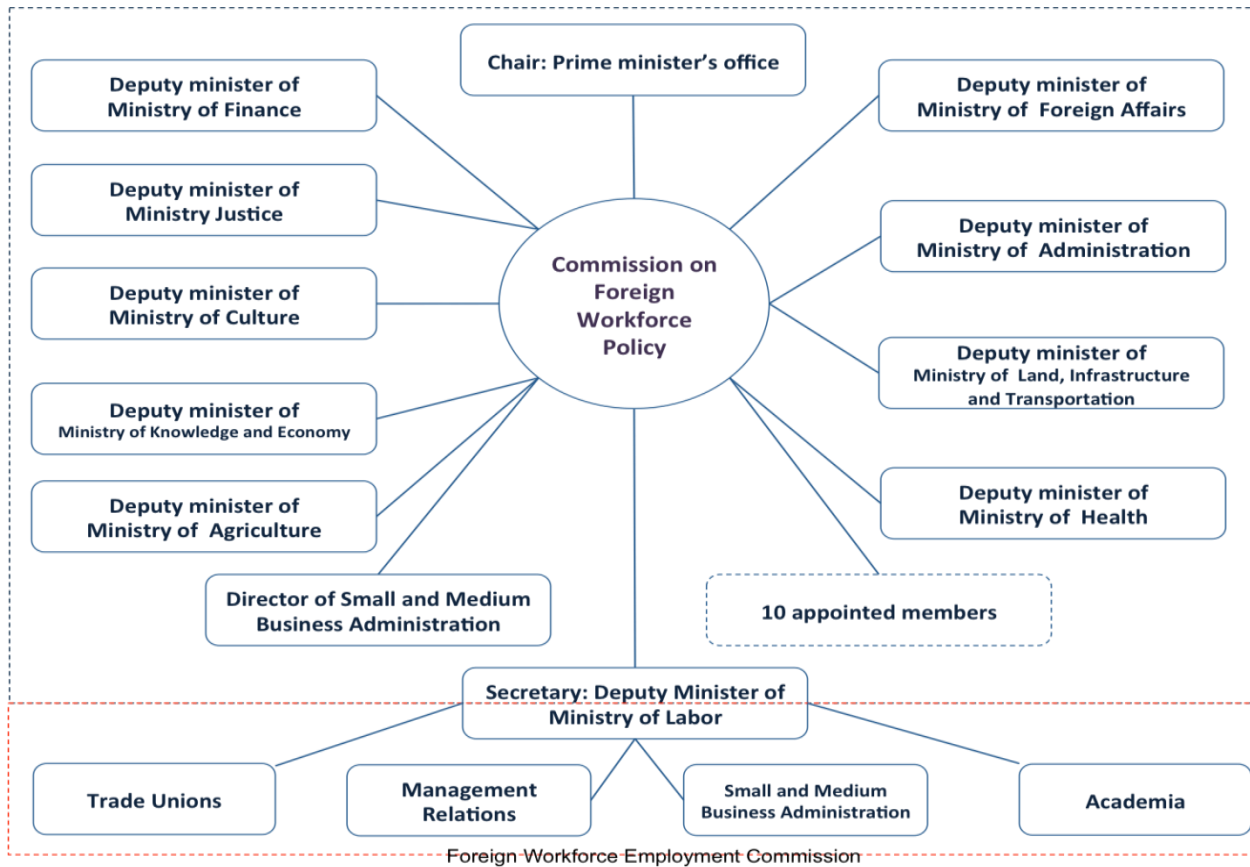


Figure 4-2 Foreign Workforce Policy Commission and Foreign Workforce Employment Commission¹⁹

The work permit system guaranteed the longer stay of foreign migrant workers up to 9 years and 8 months in South Korea, and mandated employers to provide an adequate level of salary accompanied with basic employee benefits—health insurance, unemployment insurance, national pension, and occupational health and safety insurance—to their foreign employees. Before the new system was enforced, the national government provided a grace period to undocumented workers. If they voluntarily made reports, the government allowed those who stayed in South Korea less than 3 years²⁰ to continue staying and working for an additional 2 years (maximum). Those who stayed more than 3 and less than 4 years were allowed to work for an additional year as long as they voluntarily left and reentered within the grace period. Others

19 I illustrate the organizational structure, based on the information provided by 외국인력정책 위원회, 외국인력고용 위원회, 한국민족문화대백과, 한국학중앙연구원
 20 Fiducially on March 3, 2003.

who stayed more than 4 years were formally required to leave and apply for the new system in their own country, if they wanted to reenter and legally work in South Korea.

The enactment of the new law and the work permit system influenced dynamic changes in the immigration population. During the grace period, 20,000 undocumented workers voluntarily left South Korea. Many undocumented immigrants, particularly undocumented Korean Chinese, applied for citizenship in South Korea. After the grace period, the national government reinforced the immigration service bureau and their immigration control law enforcement activities—such as worksite raids, detentions, and deportations—to control the remaining undocumented workers and illegal employment cases. As a result, between 2002 and 2003, the number of undocumented immigrants decreased by 50%. In addition, even if the total numbers of undocumented immigrants remained at more or less the previous level, the percentage of undocumented immigrants among the total immigrant population constantly decreased thereafter (see Figure 4-3).

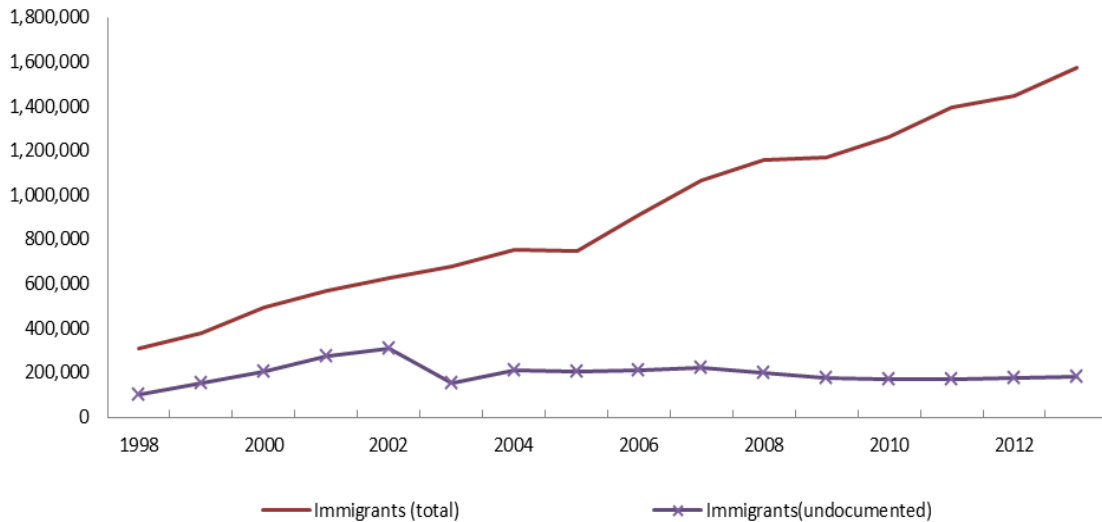


Figure 4-3 Total Number of Registered and Undocumented Foreigners (IPC)²¹

In the mid-2000s, the focus of immigration law and policy turned to new issues: immigration and multiculturalism. Since the late 1990s, diverse types of foreigners have come into South Korea (정명주 외 2013). Rapid increases in the numbers and types of immigrants increased the frequency of interactions between Koreans and those of other nationalities, and facilitated the awareness of multiculturalism among South Koreans. First, Hanryu (Korean Wave)²² attracted various types of foreigners²³ and facilitated their visits in major cities of South Korea since the late 1990s. These tourists and visitors from various countries rapidly shaped the social, cultural, and economic interests and orientation of South Koreans in big cities. Second, Koreans in remote agricultural areas experienced other types of immigrants. In those remote areas, international marriage between male Koreans and female Chinese or Southeast Asians increased due to many socio-economic conditions²⁴. Most of the international marriages were

21 Data from Immigration Policy Center (IPC) at Korea Immigration Service

22 Increase in the popularity of South Korean Culture (Wikipedia, http://en.wikipedia.org/wiki/Korean_Wave)

23 The Korean wave started from East Asia, and Southeast Asia in the late 1990s, but now it spreads to Latin America, Middle East, North Africa, and etc. (Wikipedia at: http://en.wikipedia.org/wiki/Korean_Wave)

24 Imbalance between male (10) and female (8) population, marginalization of agricultural area, intervention of religion (The unification church), the marketization of international marriage through marriage brokers and etc. (오경석 2007; 황정미 2009)

instantly arranged by market brokers upon requests from the grooms; hence, neither Korean grooms nor immigrant brides had sufficient understanding of their spouses' cultures or languages. The lack of mutual understanding often resulted in conflicts between married immigrants and their Korean spouses or in-laws (황정미 2009). In the early- to mid-2000s, due to the increasing rate of divorce among international couples, Korean society started searching for ways to resolve the conflicts through cultural and language training. Therefore, multicultural family issues emerged as a new agenda for social discourse. Third, in the mid-2000s, the second generation of diverse immigrants came of age, ready to engage with South Korean society. However, mixed-raced children from multicultural families experienced difficulties in socializing due to the majority Koreans' lack of understanding or acceptance of diversity (IPC, 2008). The children of immigrant workers, particularly those with undocumented parents, had difficulty receiving education or staying in South Korea due to the inherited undocumented status²⁵ from their parents. All these issues of new types of immigrants or foreign residents in South Korea facilitated the formation of social movements or public attention on multiculturalism. For example, the national government started documenting statistics of diverse types of immigrants and foreign residents who had different social or public demands only after 2005 influenced by the increasing social recognition of immigrants and multiculturalism, (see Figure 4-4 and Figure 4-5).

²⁵ South Korea follows the Nationality Principles. Thus, they could not obtain citizenships but became undocumented even if they were born in South Korea. Thus, if uncovered they were automatically deported.

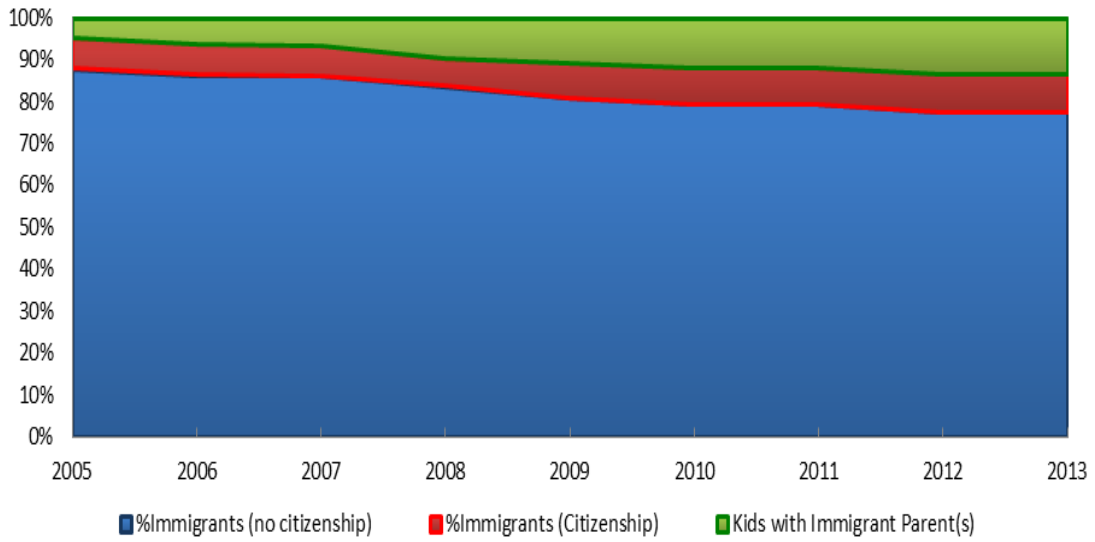


Figure 4-4 Compositions of Immigrants (MOA)²⁶



Figure 4-5 Compositions of Immigrants without Citizenship (MOA)²⁷

26 Data from Approved Statistics published by Ministry of Administration, South Korea.

27 Since 2008, the MOA have specified the percentage of foreign students, professionals, foreign permanent residents, and investors in the categories of other immigrants.

Increasing social recognition on the diversified issues of immigrants and multiculturalism rapidly changed the policy environment and facilitated very rapid policy responses (김혜순 외 2009). In early 2006, the national government of South Korea organized an immigration policy council with relevant national ministries/departments, civil organizations, and academia to design institutional arrangements to support social integration of married immigrants and their Korean families, those of mixed race, and other immigrants. In April 2006, the Office of the President and the immigration policy council approved the organization of the Immigration Policy Commission (IPC), which has been officially in charge of the design and implementation of overall immigration and multiculturalism policies (See Figure 4-6). In the following month, the IPC members had the first in-depth discussion on the principal orientation of immigration policy. To establish the legal basis of overall immigration policies, the Act on Treatment of Foreigners in South Korea was legislated under the approval of the Ministry of Justice in July 2007.

In November 2007, the Ministry of Administration announced the “Standard Act on Supporting Foreign Residents” to provide formal public support to local foreign residents and to raise public interest in foreign residents. In 2008, the Ministry of Welfare enacted both the “Marriage Brokers Business Management Act” and the “Multicultural Family Support Act.” In 2008, based on these laws, the IPC established the first five-year master plan of immigration policy, which consisted of four main policy goals with 13 objectives. The policy goals included ‘Enhancement of national competitiveness through open Immigration,’ ‘Promotion of high quality social integration,’ ‘Realization of Systematic Immigration,’ and ‘Protection of Human Rights of Foreign Residents in South Korea. In early 2009, IPC confirmed 169 projects as the Implementation Plan for the Master Plan. Table 4-1 below indicates the details. In addition, bureaus of every municipal government having hierarchical relationships with any of those 17 ministries and national bureaus participating in IPC were automatically included in the implementation of the master plan as well as in developing their own projects.

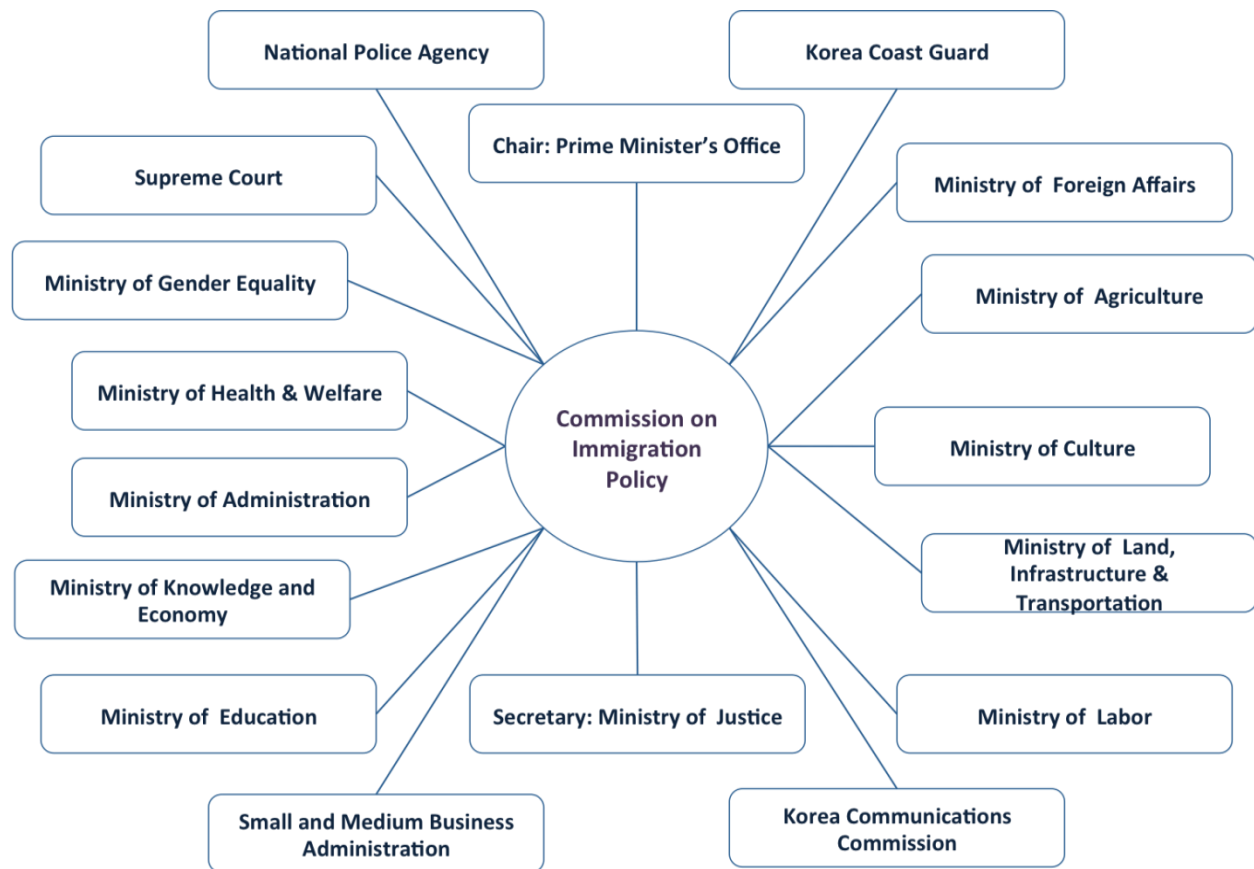
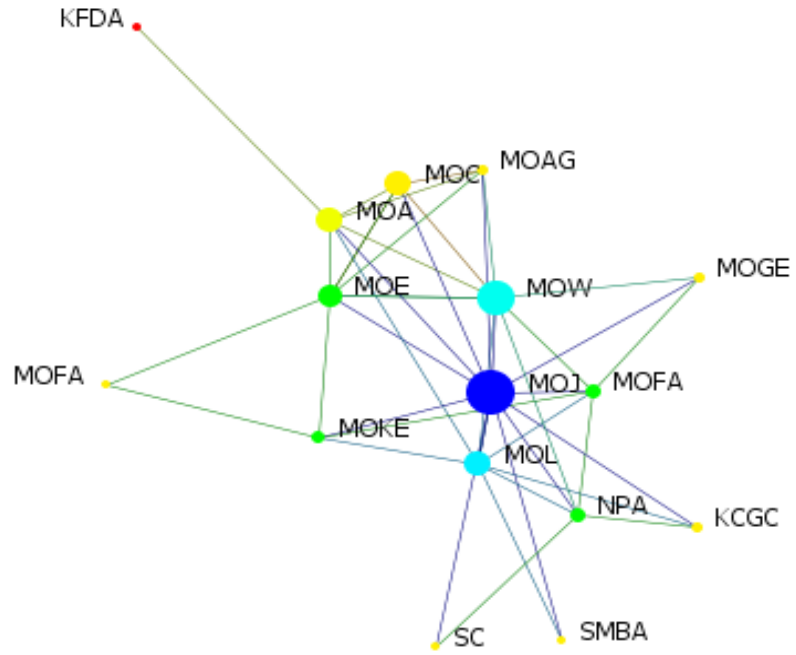


Figure 4-6 Immigration Policy Commission²⁸

The network analysis results²⁹ of involved ministries by projects in Table 4-1 indicate that the Ministry of Justice was at the center of participation and connections, and the Ministry of Land, Infrastructure, and Transportation, and the Korean Food and Drug Administration were the least involved organizations among the 17 ministries/departments in the immigration policy implementation processes at the national level. The Ministries of Justice, Welfare, and Labor were more involved in redundant projects or frequently worked together in the policy processes (Figure 4-7).

28 The organizational structure is illustrated by the information given by IPC (2008).

29 The node size indicates the number of projects that a ministry involved (the bigger the more), the node color indicates the level of program redundancy or collaboration among ministries (blue=high, yellow=medium, red=low)



MOLIT .

Figure 4-7 The Project Implementation Network among Ministries/Departments (ORA)

Table 4-1 The First Master Plan and Implemented Projects of Immigration Policy³⁰

| Policy Goals/ Numbers of projects | Objectives | Involved Ministries/Department by Projects | | |
|--|---|--|---|----------------|
| 1. Enhancement of National Competitiveness Through Open Immigration 927 (Total) 226(National) 701 (Local) | 1. Secure growth engines through attracting outstanding individuals | 1 | MOJ (1.1, 1.2, 1.3, 2.1, 2.2, 3.1, 3.2) | |
| | | 2 | MOL, MOJ, MOFA, MOKE (1.1) | |
| | | | MOJ (1.2) | |
| | | | MOE, MOKE, MOFA (1.3) | |
| | | | SMBA (1.4) | |
| | | | MOE (1.5) | |
| | 2 | MOE (2.1) | | |
| | | MOJ (2.2) | | |
| | | MOL, MOKE (2.3) | | |
| | | MOJ MOA (3.1) | | |
| | 2 | MOJ, MOE (3.2) | | |
| | | 2. Mobilizing workforce for balanced development of national economy | 1 | MOJ (1.1, 2.1) |
| | | | 2 | MOL (1.1, 1.3) |
| | | | | MOJ, MOL (1.2) |
| | | | | MOJ, MOL (2.1) |
| MOL (2.2) | | | | |
| MOL (3.1, 3.2, 3.3) | | | | |
| MOJ, MOL (4.1) | | | | |
| MOL, MOA (4.2) | | | | |
| 3. Create convenient living environment for foreign residents | 1 | MOJ (1.1) | | |
| | | MOC (1.2) | | |
| | | MOJ, MOL (2.1) | | |
| | 2 | MOLIT (1.1, 1.2) | | |
| | | MOW (2.1, 2.2) | | |
| | | MOE (3.1, 3.2) | | |
| MOC (4.1, 4.2, 4.3) | | | | |
| 2. Promotion of High Quality Social Integration 3361 (Total) 375(National) 2986 (Local) | 1. Promoting social understanding on multiculturalism | 1 | MOE, MOW (1.1) | |
| | | | MOE (1.2, 1.3) | |
| | | | MOE, MOC (1.4) | |
| | | | MOC, MOW (2.1) | |
| | | | MOA (2.2) | |
| | | MOJ, MOC, MOW (2.3) | | |
| | | MOJ, MOA, MOC, MOW (3.1) | | |
| | | MOJ, MOC, MOW, MOE (3.2) | | |
| | | 2 | MOJ, MOA (1.1) | |
| | MOJ, MOA (2.1) | | | |
| | 2. Supporting stable settlement of married immigrants | 1 | MOJ, MOE, MOA, MOC, MOW, MOAG (1.1) | |
| | | | MOE, MOA, MOC, MOW (1.2) | |
| | | | MOA (2.1) | |
| | | | MOW (2.2, 2.3) | |
| | | | MOJ, MOW (2.4) | |
| | | | MOW (3.1, 3.2) | |
| | | MOJ, MOA, MOC, MOW (4.1) | | |
| | | MOA, MOW (4.2) | | |
| | | MOJ, MOW (5.1) | | |
| | | MOW (5.2) | | |
| | | 2 | MOL, MOW (1.1) | |
| MOL, MOA, MOW (1.2) | | | | |
| MOW (2.1) | | | | |
| MOAG (2.2) | | | | |
| 3 | MOJ (1.1, 1.2, 1.3, 1.4) | | | |
| | MOJ, MOW (2.1) | | | |
| | MOW (2.2) | | | |
| MOJ (2.3) | | | | |
| MOJ, MOW (3.1) | | | | |

30 Data: IPC (2012) and 정명주(2012a, 2012b)

| | | | | | | |
|--|---|------------------------------------|---|----------------------|--------------------------|--------------------------|
| | | | MOW (3.2) | | | |
| | | | MOFA, MOW, MOGE (3.3) | | | |
| | | | 3. Establishing a good upbringing environment for multicultural family kids | 1 | MOE, MOW (1.1) | |
| | | | | | MOE, MOC, MOW (1.2) | |
| | | | | | MOE, MOC (1.3) | |
| | | | | | MOE (2.1, 2.2, 2.4, 2.5) | |
| | | | 4. Fostering a social environment that empowers foreign born Koreans (no citizenship) | 1 | MOE, MOC (2.3) | |
| | | | | | MOE (3.1, 3.2) | |
| | | | | | 2 | MOW (1.1, 1.3, 1.4, 1.5) |
| | | | | | | MOE (1.2) |
| 3. Realization of Systematic Immigration 157 (Total) 137(National) 20 (Local) | 1. Establishing sound immigration order | 1 | MOJ (1.1, 1.2, 1.3) | | | |
| | | | MOJ, MOL (2.1, 2.2, 2.3) | | | |
| | | | MOJ (3.1) | | | |
| | | | MOL, MOFA (3.2) | | | |
| | | 2 | MOJ, MOL (3.3) | | | |
| | | | MOJ (1.1, 1.2) | | | |
| | | | MOJ (2.1) | | | |
| | | 3 | MOA (2.2) | | | |
| | | | MOL (2.3) | | | |
| | | | MOJ, MOFA (1.1, 1.2) | | | |
| 4. Protection of Human Rights of Foreign Residents in South Korea 169 (Total) 88(National) 81 (Local) | 1. Protecting foreigners' rights and prohibiting discrimination | 1 | MOJ (2.1, 2.2, 2.4) | | | |
| | | | MOJ, MOL, NPA, KCGC (2.3) | | | |
| | | | MOJ, MOL, MOW, NPA (2.5) | | | |
| | | | MOJ, MOL, SMBA (3.1) | | | |
| | | 2 | MOJ (3.2) | | | |
| | | | MOA (1.1) | | | |
| | | | MOJ, MOA (2.1) | | | |
| | | 3 | MOA (2.2) | | | |
| | | | MOA, KFDA (2.3) | | | |
| | | | MOJ (1.1) | | | |
| 2. Reinforcing border control and managing immigration information for protection of national security | 1 | MOJ, MOE (1.2) | | | | |
| | | MOE (1.3) | | | | |
| | | MOJ (1.1, 1.2, 2.1, 2.2, 2.3, 2.4) | | | | |
| | 2 | MOJ, MOFA, NPA (1.1) | | | | |
| | | MOJ, MOFA (1.2) | | | | |
| | | MOJ (2.1, 2.2, 3.1, 3.2, 3.3) | | | | |
| 3. Reinforcing systematic neutralization processes to secure sound citizens | 1 | MOJ, NPA, SC (1.1) | | | | |
| | | MOJ (1.2) | | | | |
| | 2 | MOJ (2.1, 2.2) | | | | |
| | | MOJ (1.1, 1.2, 2.1) | | | | |
| 4. Protection of Human Rights of Foreign Residents in South Korea 169 (Total) 88(National) 81 (Local) | 1. Protecting foreigners' rights and prohibiting discrimination | 1 | MOJ (1.1, 1.2) | | | |
| | | | 2 | MOJ, MOW, MOGE (1.1) | | |
| | | | | MOGE (1.2) | | |
| | | | | MOJ, MOL (1.3) | | |
| | 2. Guaranteeing the human rights of detained foreigners | 1 | MOJ (2.1, 2.2) | | | |
| | | | 2 | MOJ (1.1, 1.2, 2.1) | | |
| | | | | MOJ (1.1, 1.2, 2.1) | | |
| | 3. Establishing an advanced support system for refugee | 3 | MOJ (1.1, 1.2, 1.3, 2.1, 2.2) | | | |
| | | | 1 | MOJ, MOA (1.1) | | |
| MOJ (2.1, 2.2) | | | | | | |
| 2 | MOJ (1.1, 2.1) | | | | | |

For more efficient and effective implementation, both the national and local governments either directly or indirectly provided public services to targeted immigrants. The direct public immigration service chain is illustrated in Figure 4-8. For indirect service delivery or program

implementation, both national and local governments hired their nonprofit-contractors through open proposal contests. After this preparation period, the master plan was first operationalized and put into practice in 2009. Following all of these laws and national plans, municipal governments started enacting ordinances relevant to local foreign residents in their localities as of November 2009.

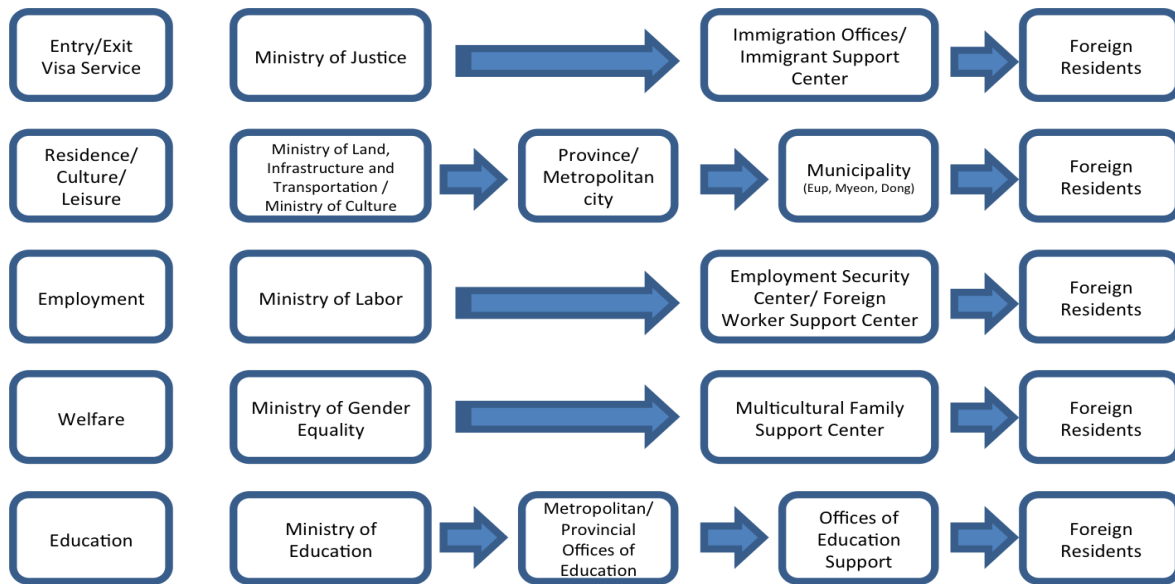


Figure 4-8 Public Immigration-Service Chain³¹

Table 4-2 documents that both the national and local level projects were heavily concentrated on policy goal number one and two. In particular, 50% of total budget were utilized in the goal number two, promoting high quality social integration. 73% of the total number of projects was provided to married immigrants, multicultural children, and foreign-born Koreans. In addition, 45% of total budget were utilized in policy goal number two, to provide 20% of the

31 Data: 채은경, 정남숙 (2013). P27.

total number of projects to foreign students, investors, and other foreign residents. The remaining 5% of budget and 7% of programs were allocated to policy goal number three and four.

Table 4-2 Total Numbers of Projects and Amount of Budget Utilized³² (Unit: 100 billion Korean Won)³³

| | 09' | | 10' | | 11' | | 12' | | Grand Total | |
|-----------------------------------|----------------|--------------------------|----------------|--------------------------|----------------|--------------------------|----------------|--------------------------|------------------|--------------------------|
| | Projects | Budget | Projects | Budget | Projects | Budget | Projects | Budget | Projects | Budget |
| [National] (Local) | | | | | | | | | | |
| 1.Open Immigration | [53] (113) | [511.10] (1,919.00) | [47] (139) | [590.02] (533.00) | [46] (143) | [598.68] (537.00) | [40] (153) | [680.66] (592.00) | [226] (701) | [2,380.46] (3,581.00) |
| 2.Social Integration | [81] (448) | [464.66] (441.00) | [81] (566) | [599.55] (660.00) | [75] (698) | [1,170.41] (997.00) | [69] (637) | [1,246.89] (1,155.00) | [375] (2986) | [348.51] (3,253.00) |
| 3.Systematic immigration | [34] (5) | [20.59] (0.00) | [27] (8) | [29.66] (0.00) | [28] (5) | [147.70] (0.00) | [24] (1) | [65.54] (0) | [137] (20) | [263.49] (0) |
| 4 Foreigners' Human Rights | [22] (22) | [36.80] (21.00) | [18] (21) | [55.40] (30.00) | [16] (12) | [76.60] (29.00) | [16] (13) | [111.38] (31.00) | [88] (81) | [280.18] (111) |
| Sub total | [190] (588) | [1,033.15] (2,381.00) | [173] (734) | [1,274.63] (1,223.00) | [165] (858) | [1,993.39] (1,563.00) | [149] (804) | [2,104.47] (1,778.00) | [826] (3788) | [6,405.64] (6,945.00) |
| Yearly Total | | | | | | | | | | |
| 1.Open Immigration | 166 | 2,430.10 | 186 | 1,123.02 | 189 | 1,135.68 | 193 | 1,272.66 | 927 {20.09%} | 5961.46 {44.65%} |
| 2.Social Integration | 529 | 905.66 | 647 | 1,259.55 | 773 | 2,167.41 | 706 | 2,401.89 | 3361 {72.84%} | 6734.51 {50.44%} |
| 3.Systematic immigration | 39 | 20.59 | 35 | 29.66 | 33 | 147.70 | 25 | 65.54 | 157 {3.40%} | 263.49 {1.97%} |
| 4Foreigners' Human Rights | 44 | 57.80 | 39 | 85.40 | 28 | 105.60 | 29 | 142.38 | 169 {3.66%} | 391.18 {2.93%} |
| Yearly total | 778 | 3,414.15 (25.57%) | 907 | 2,497.63 (18.71%) | 1,023 | 3,556.39 (26.64%) | 953 | 3,882.47 (29.08%) | 4614 {100%} | 13350.64 {100%} |

As more than 99% of total budget for the master plan came from the public sector and around 85% from the national budget, the overall implementation processes nationwide were managed by the rules and regulations set by the public sector, particularly by the national

32 Data: 정명주(2012a, 2012b)

33 USD 1\$ = KRW 1000 won

government and the members of IPC (Table 4-3). For example, at the end of each year, participating organizations—local government and their contractors—were required to report yearly performance based on the indicators given by the public sector, and to submit their program proposal for the following year. Then, based on the Act on Government Performance Evaluation Section 5, each competent authority evaluated the performance reports and proposals of participating organizations and made decision of budget allocation and program and contractor selections for the succeeding year (정명주 외 2013).

Table 4-3 Total Budget Assigned to the Master Plan³⁴ (Unit: 100 billion Korean Won)³⁵

| | | The First Plan | | | | | |
|-------------------------|------------------------|--------------------------|--------------------|----------------------|----------------------|----------------------|----------------------|
| | | Total (%) | 08' | 09' | 10' | 11' | 12' |
| Total Budget (%) | | 6,126.93 (100%) | 828.29 (13.52%) | 1,007.54 (16.44%) | 1,285.98 (20.99%) | 1,466.73 (23.94%) | 1,538.39 (25.11%) |
| National budget | General Account | 2,635.58 (43.02%) | 343.12 | 467.72 | 536.19 | 621.50 | 667.05 |
| | Special Account | 185.00 (3.02%) | 185.00 | - | - | - | - |
| | Fund | 2,331.58 (38.05%) | 161.72 | 398.33 | 538.51 | 606.94 | 626.08 |
| | Sub-total | 5,152.16 (84.09%) | 689.84 | 866.05 | 1,074.70 | 1,228.44 | 1,293.13 |
| Local budget | | 947.77 (15.47%) | 111.45 | 141.49 | 211.28 | 238.29 | 245.26 |
| Etc. (private) | | 27.00 (0.44%) | 27.00 | - | - | - | - |

In 2012, under the Act on Treatment of Foreigners in South Korea Section 5, the national government and IPC completed the first master plan and designed the second round of the five year master plan of immigration policies for 2013-2017. Since January 2013, under the new master plan, 194 national projects and 948 local projects have been implemented (정명주 외 2013).

34 Data: Immigration Policy Commission. The First Master Plan for Immigration Policy (2008) & The Second Master Plan for Immigration Policy (2013). This is the planned (expected) budget by IPC. Therefore there is disparity between total amounts of planned budget by IPC and implemented budget in Table 4-2.

35 USD 1\$ = KRW 1000 won

4.3 IMMIGRATION AND MULTICULTURALISM POLICY AND PRACTICE AT THE CITY LEVEL

In this section, I investigate the details of contextual environment of collective action systems at the city level. First, I investigate the numbers of types of immigrants in practice and the immigration and multiculturalism policy and implementation structure in Incheon city. Second, I replicate the same analysis for the Ansan case. Then, I compare the similarities and differences between findings from each case.

4.3.1 Immigration and Multiculturalism Policy and Practice, Incheon Metropolitan City

4.3.1.1 Immigration and multiculturalism practice, Incheon

Similar to the pattern of immigration population at the national level, the immigrant population in Incheon city constantly increased (Figure 4-9). In 2002, the total immigrant population was 18,113 (0.7% of the total population). By 2003 when the work permit visa was guaranteed to immigrant workers, the immigrant population in the city drastically increased (31,084 and 1.21 % of the total population). By 2008 when the first master plan of immigration and multiculturalism policy was enacted, approximately 12,000 additional immigrants had emerged in the city. As these numbers indicate, the total number of immigrants rapidly increased, as more of the national budget was allocated to support immigrants and multicultural families, and as the Incheon city government detailed the ordinances to support more local immigrants. As of 2013, the size of the immigrant population was 82,525, which was 2.8 percent of the total city population. In general, there was a constant increase in the immigrant population in the city, and the pattern reflects the institutional decisions made at the national level.

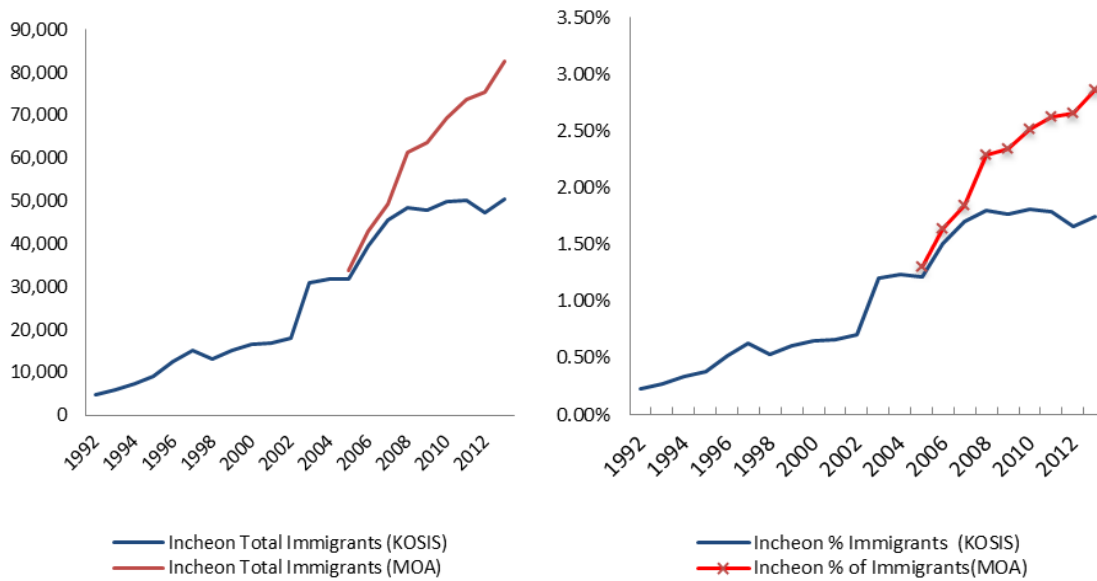


Figure 4-9 Size of Immigrant Population (left)/ Percentage of Immigrant Population (right) by Year

The types of immigration populations diversified in the city. First, among the total immigrants, the percentage of naturalized immigrants, and Korea-born children of immigrant(s) doubled in the last decade. Within the default majority group of immigrants (no citizenship), the percentage of immigrant workers³⁶ somewhat decreased. Whereas the percentage of other immigrants increased (Figure 4-10)³⁷, the total percentage of married immigrants with no citizenship was stable. Since 2008, as the number of other immigrants holding different visa status—foreign students, investors, foreign-born Koreans, refugees, etc.—increased, specific types of immigrants were recorded in the group of other immigrants for the first time.

36 In Incheon city, small and medium sized businesses were developed from early 60s. Especially, majorities of those businesses were manufacturing industries that attracted many foreign workers from China—both Chinese and Korean Chinese.

37 The fluctuation was due to citizenship obtainment of foreign-born Koreans, and the fluctuation in number of foreign students

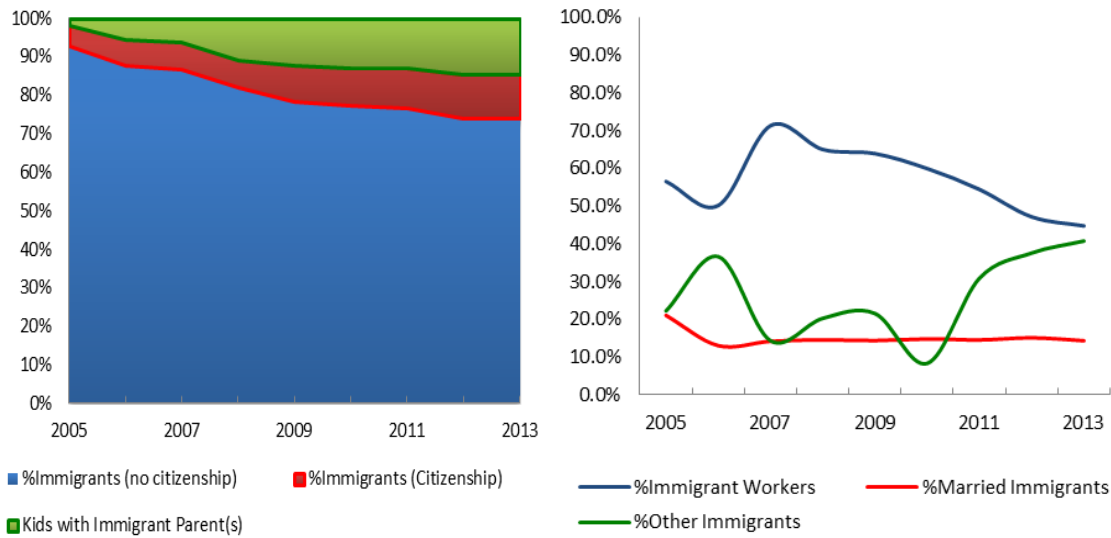


Figure 4-10 Compositions of Immigration Population (left) & Non-Citizen Immigrants (rights) (MOA) ³⁸

Meanwhile, the origins of immigrants became more diversified as well. The majority of immigrants still hail from East Asia particularly from China (including Korean Chinese). However, the number of immigrants from Southeast Asia and other regions was slowly but continuously increasing (Figure 4-11) ³⁹.

38 Data from Approved Statistics published by Ministry of Administration, South Korea.

39 Most Immigrant workers were from East Asia and majority of married immigrants were from Southeast Asia and other regions.

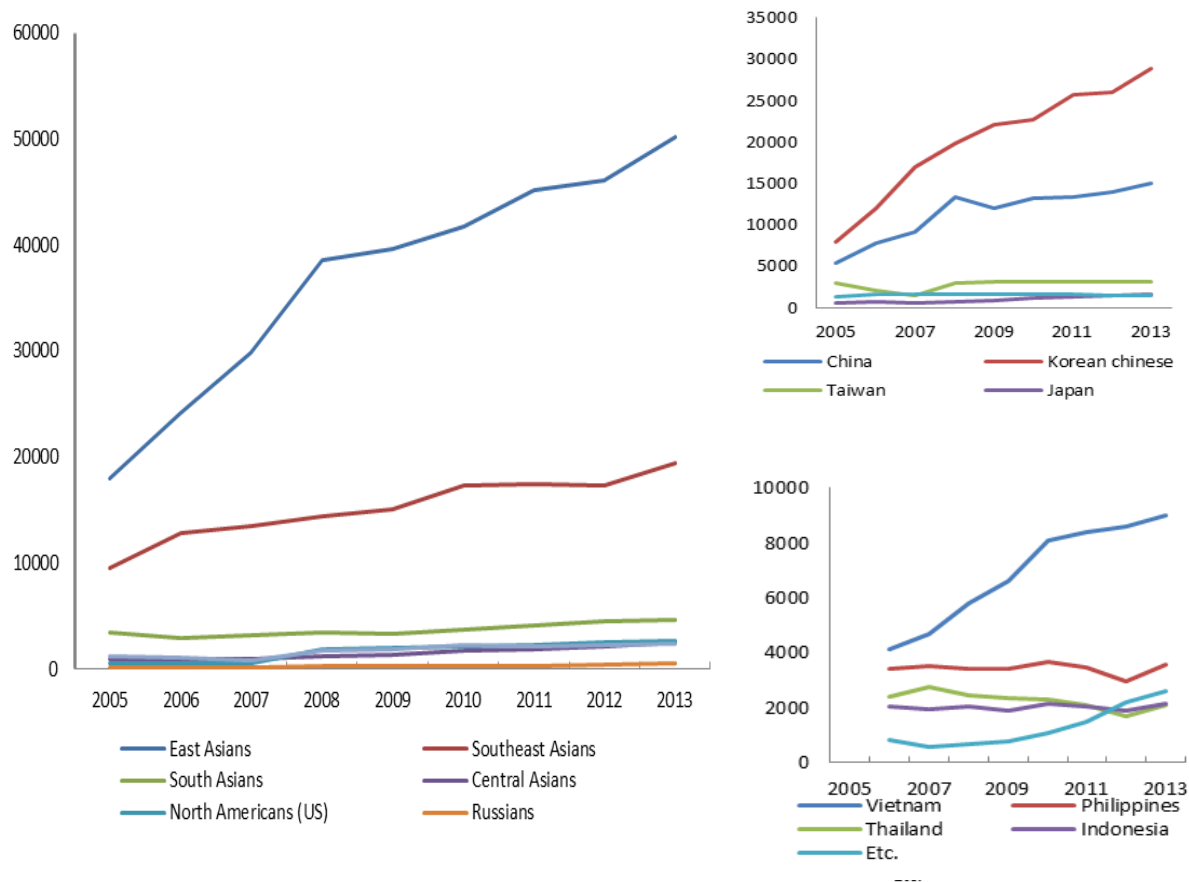


Figure 4-11 Origins of Immigrations (left), East Asians (upper-right), and Southeast Asians (bottom right) (MOA)

4.3.1.2 Immigration and multiculturalism policy structures and processes, Incheon

Prior to the enactment of the immigration policy in 2008, immigration services were directly provided by the local immigration office and employment center in Incheon. Most of those immigration services were relevant to legal services as well as skills and language trainings. The city administration organized some annual social events for those workers. Otherwise, there were no specific public programs or services exclusively provided to the immigrant population in the city at the time.

Since 2008, with the announcement of the first masterplan of immigration/multiculturalism policy, the immigration and multiculturalism policy implementation system was established within the city government. There was a huge leap between the budget allocated to the immigrant population in 2007 and 2008 (Table 4-4). The

total amount of annual budget consistently increased⁴⁰. A larger amount of budget was allocated to public services or programs targeting married immigrants and multicultural family children. In contrast, a lesser percentage of budget was allocated to the immigrant laborers. Furthermore, insufficient budget was allocated to administration and personnel. Accordingly, the most relevant city department, the Department of Gender Equality became in charge of the overall coordination of the policy implementation at the city level. In addition, the Department of Employment was involved in managing some social services relevant to immigrant workers.

Table 4-4 Budget Allocated to Relevant Policy/Program in Incheon Metropolitan City⁴¹ (Unit: 1000 Korean Won)

| | 07' | 08 | 09 | 10 | 11 | 12 | 13 |
|--|---------|-----------|-----------|-----------|------------|-----------|-----------|
| Total | 439,000 | 1,707,304 | 2,228,357 | 3,160,639 | 12,820,079 | 4,742,116 | 4,832,903 |
| Foreign Workers | 439,000 | 426,924 | 679,912 | 568,407 | 556,559 | 772,537 | 659,614 |
| Multicultural Family (Married immigrants, children) | - | 1,080,380 | 1,298,445 | 2,372,232 | 12,004,520 | 3,819,579 | 4,173,289 |
| Immigrant (Inclusive) | - | 200,000 | 250,000 | 220,000 | 150,000 | 150,000 | - |

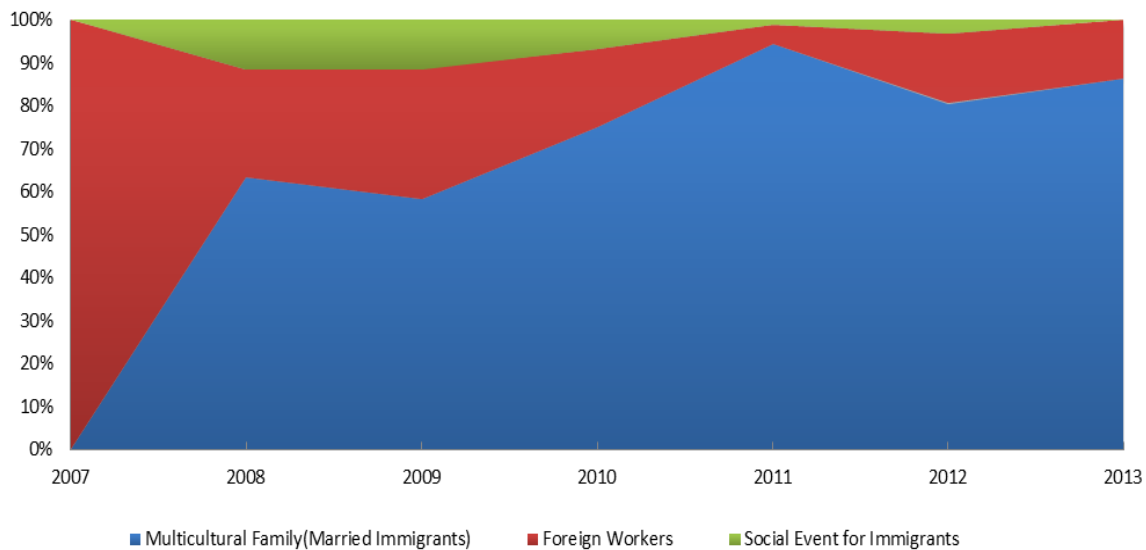


Figure 4-12 Percentages of Allocated Budget by Programs and Year⁴²

⁴⁰ There was a sudden increase in total budget for year 2011. This was due to the big amount of special subsidy, 8,752,395,000 won allocated to daycare of multicultural family kids. The total amount of budget excluding the subsidy was 4,067,084,000.

⁴¹ Data: 인천광역시청 www.incheon.go.kr/

With respect to limited internal capacity, the departments contracted out most programs/projects to outside organizations to execute the budget and policy programs. In addition, since 2009, the city departments allocated budget to 11 Gu-district offices to manage district multicultural family support centers, mostly contracting organizations. Therefore, at the center of the policy implementation system, a total of 7-8 civil servants at the city government managed other contracting organizations, coordinated collaborations with other public organizations, and monitored the 11 multicultural family support centers and contracting organizations at the district level (Table 4-5). Under the supervision of the departments, those multicultural family support centers in 11 districts and other contracting organizations carried out programs, and provided direct services to the targeted immigrants in the frontline of the system. The structure of the policy implementation system is illustrated in Figure 4-13.

Table 4-5 Incheon Metropolitan City, Department Relevant to Immigration/ Multiculturalism Policy (as of 2013)

| Department | Divisions | Staff | Tasks |
|-------------------------------|-------------------------------|-------|--|
| Department of Gender Equality | Division Head | 1 | Supervision of personnel and tasks relevant to immigration and multiculturalism policy |
| | Multiculturalism Support Team | 7 | Multiculturalism Policy Overall: Set up annual plans, developing and implementing special programs, revising ordinances, supporting operation of multicultural family centers, evaluating the performance of district offices, managing contracting organizations |
| Department of employment | Foreigner Support Team | 3 | Immigrant support overall: supporting immigrant residents, organizing festivals, cultural exchanging events for immigrant population in general, and coordinating immigrant workers supporters' program |

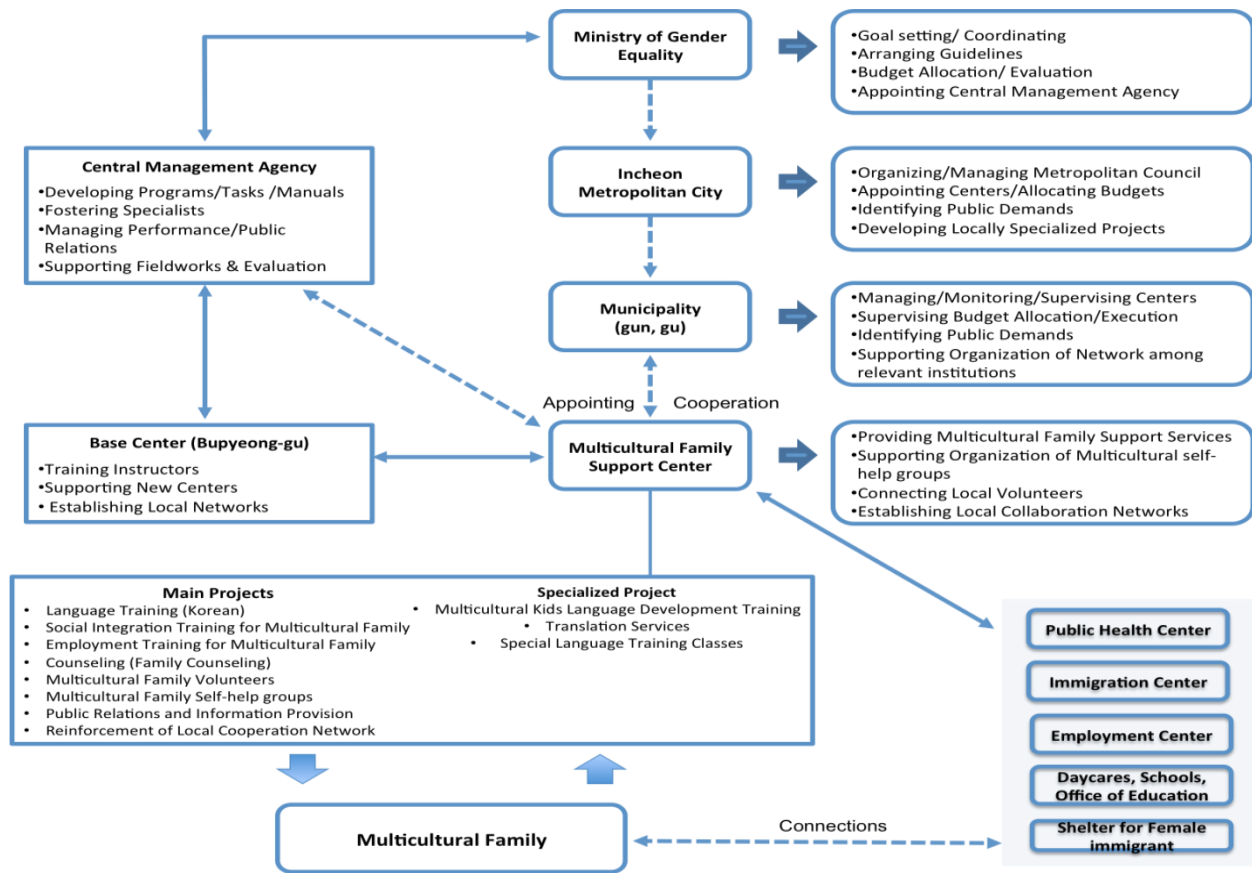


Figure 4-13 Incheon Multicultural Family/Immigrant Support System⁴³

4.3.2 Immigration and Multiculturalism Policy and Practice in Ansan city

4.3.2.1 Immigration and multiculturalism practice, Ansan

In Ansan city, there was a significant increase in the total number of immigrants during the last decades (Figure 4-14). In 2002, the size of immigration population was 8,799 (1.4% of the total population). By 2003 when the work permit visa was guaranteed to immigrant workers, the immigrant population in the city drastically increased (20,062 and 3.08 % of the total population). There was a slight decrease in the number during 2003-2005. However, the total number of the immigrants rapidly multiplied to more than 50,000 after 2005. As of 2013, the size

43 Data: Incheon Metropolitan City (2013). P.3

of immigrant population of the city was 75,137, which was 10.5 percent of the total population of the city.

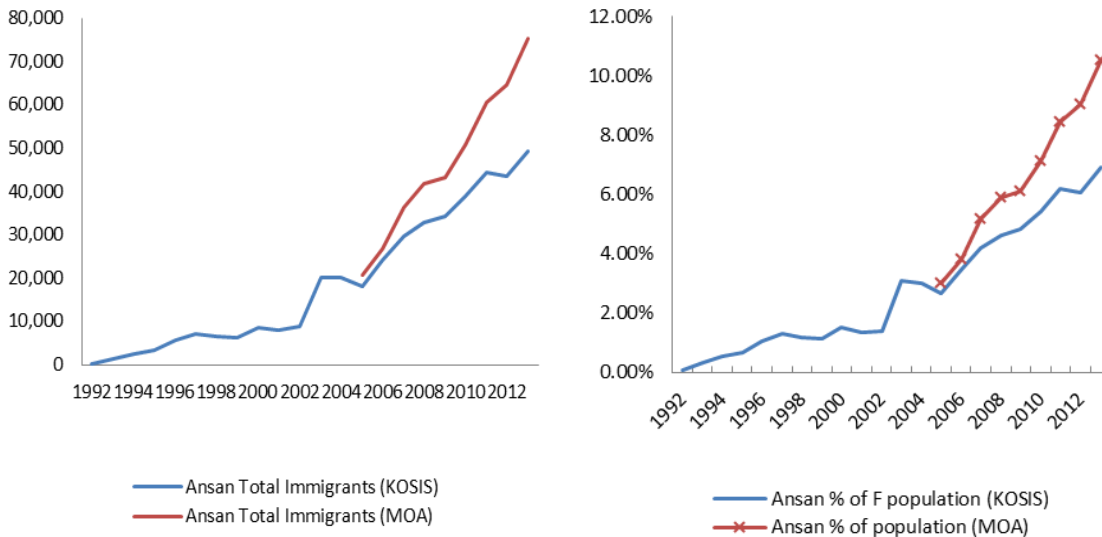


Figure 4-14 Percentage of Foreign-Resident Population in Ansan by Year

In Ansan, a diversification in the types of immigrants was observed. First, among the total immigrants, the percentage of naturalized immigrants and Korea-born children of immigrant(s) doubled since 2005. Within the default majority group of immigrants (no citizenship), the percentage of immigrant laborers⁴⁴ consistently decreased (from 80% to 50%). The percentage of married immigrants in the group was more or less stable. Furthermore, whereas the number of other immigrants has increased by 30%, the types of immigrants within the other immigrant group also diversified.

⁴⁴ In Incheon city, small and medium sized businesses were developed from early 60s. Especially, majorities of those businesses were manufacturing industries that attracted many foreign workers from China—both Chinese and Korean Chinese.

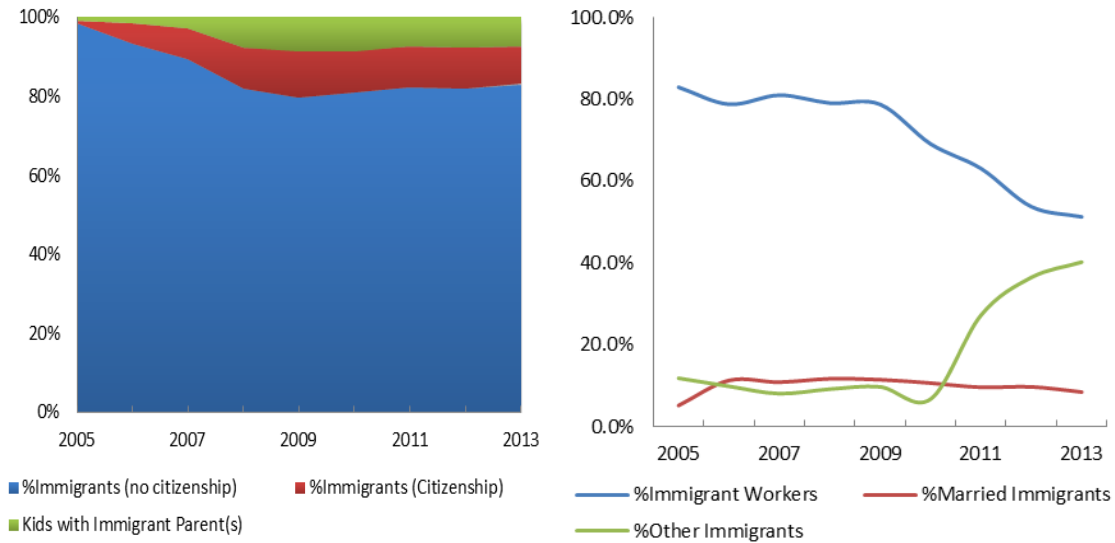


Figure 4-15 Components of Immigration Population (left) & Non-Citizen Immigrants (rights) (MOA)

Meanwhile, the origins of immigrants in Ansan were diversified as well. The majority of immigrants are still Korean Chinese. Yet, the number of immigrants from Southeast Asia and other regions was slowly but continuously increasing.

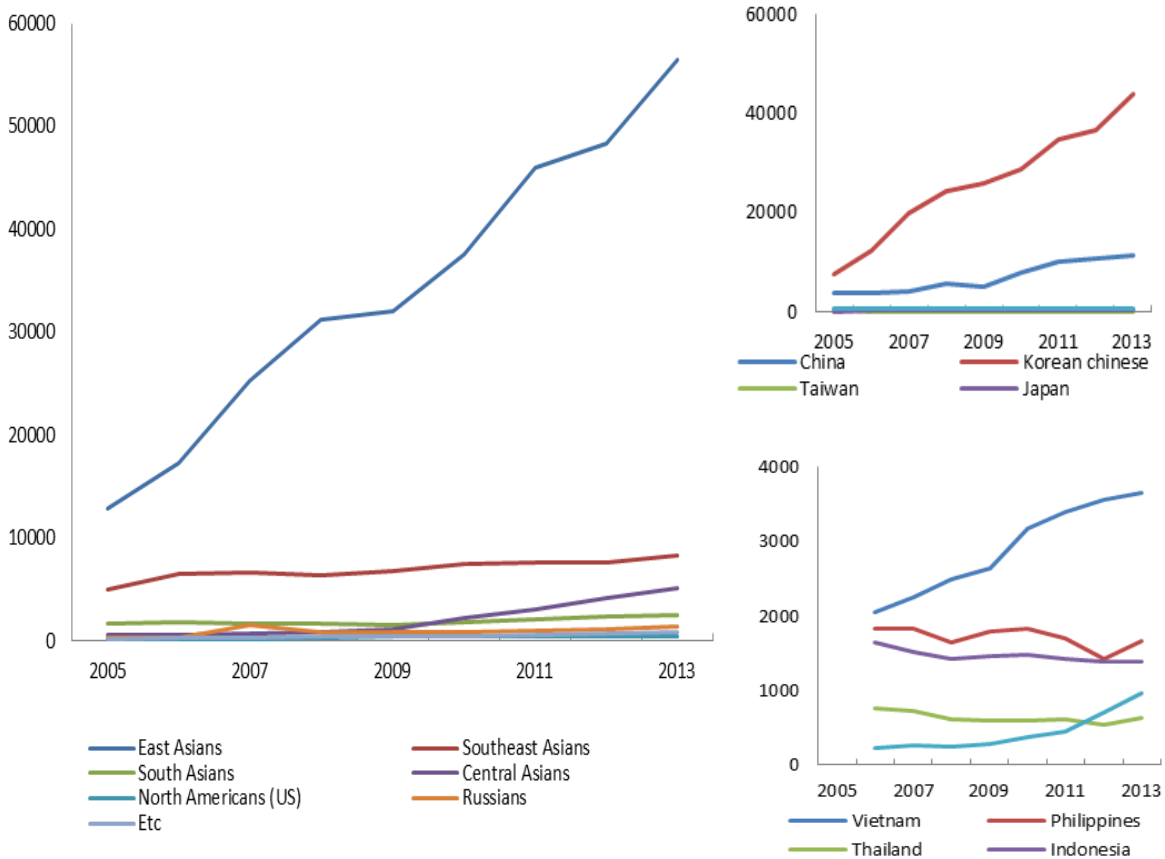


Figure 4-16 Origins of Immigrations (left), East Asians (upper-right), and Southeast Asians (bottom right) (MOA)

4.3.2.2 Immigration and multiculturalism policy structures and processes, Ansan

In response to the rapidly increasing number of foreign residents, the city government and other public organizations also actively and collaboratively participated in a citywide movement to promote multiculturalism and the human rights of immigrant workers from the early 2000s. In addition, the city government opened a special center and assigned public servants to serve local foreign residents in the mid-2000s. In 2008, when the master plan for immigration policy was enacted and a large amount of the national budget was allocated, the city appointed the center as an extension of the city department and as the control tower of the policy and administration in the city.

Table 4-6 Budget Allocated to Immigration Policy/Program in Ansan City (Unit: 1000 Korean Won)

| | 07' | 08' | 09' | 10' | 11' | 12' | 13' |
|---|---------|-----------|-----------|-----------|-----------|-----------|-----------|
| Total | 328,043 | 1,030,527 | 1,401,354 | 1,631,489 | 2,031,980 | 1,941,025 | 2,358,094 |
| Foreign Workers | 0 | 100,000 | 100,000 | 100,000 | 0 | 0 | 0 |
| Multicultural Family (Married immigrants, Kids) | 0 | 361,140 | 449,847 | 809,560 | 1,247,093 | 1,091,573 | 1,319,252 |
| Immigrants (Inclusive) | 188,870 | 356,729 | 616,031 | 472,953 | 512,821 | 553,686 | 715,736 |
| Multicultural Community | 79,830 | 122,500 | 167,280 | 170,280 | 196,240 | 218,130 | 243,850 |
| Center Operating Cost | 59,343 | 90,158 | 68,196 | 78,696 | 75,826 | 77,636 | 79,256 |

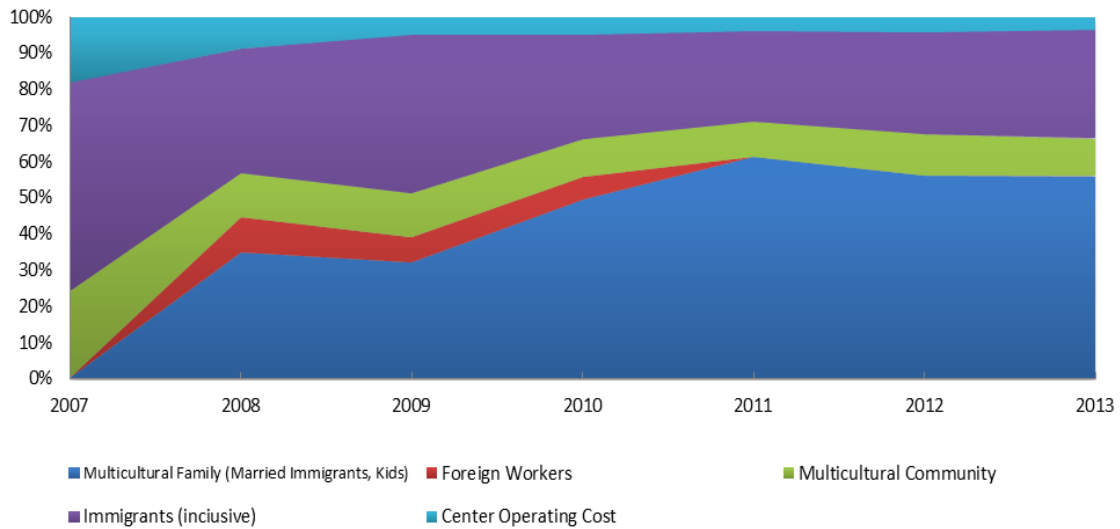


Figure 4-17 Percentages of Allocated Budget by Policy Programs and Year⁴⁵

Utilizing the national budget allocated to immigrant population, the center first changed its name to Ansan Migrant Community Service Center and moved its location to the district with the highest immigrant population, Onegok-doing, in Ansan city. In the process, the center incorporated other facilities such as a health clinic, international banking services, call centers, and libraries within the center building to provide comprehensive immigration and multicultural services. Second, the center reinforced existing programs relevant to promoting

⁴⁵ Data: Incheon Metropolitan City (2013). P.3

multiculturalism in the city and continually allocated a subsequent amount of budget to the programs serving the immigrant population in general (including immigrant workers). Third, for the policy implementation, the center either directly provided services to the target immigrants or contracted out some programs to external organizations. In addition, the center coordinated a multicultural family support center—contacting organizations—that would be in charge of providing various programs and services directly assigned from the Ministry of Gender equality. As of 2013, 22 public servants were involved in either direct service provisions or management of contracting organizations. Table 4-7 describes the details of the roles of the Ansan Migrant Community Service Center, and Figure 4-18 illustrates the overall structure of the immigrants and multicultural family support system of the city.

Table 4-7 Ansan Migrant Community Service Center (as of 2013)

| Divisions | Staff | Tasks |
|-------------------------|-------|---|
| Department Head | 1 | Overall supervision of the administration and programs |
| Immigration Policy | 7 | Managing the center, organizing local public-nonprofit commissions, managing multicultural community development projects, monitoring immigrant populated districts, promoting collaboration among local entities |
| Multicultural Exchange | 4 | Supporting immigrant cultural exchange events /physical activity, organizing immigrants' nationality based self-help groups, supporting the meetings among foreign residents representative, and supporting and managing the local multicultural festivals |
| Multicultural Education | 4 | Providing language education, and training technical skills to immigrants, publishing community periodicals to enhance Korean residents' understanding on multicultural phenomena, managing community center webpage for immigrant residents, publishing news letters |
| Immigrant Human Rights | 3 | Establishing comprehensive plans for promoting human rights and providing welfare services to immigrant residents in the city, providing counseling to married immigrants (females), providing emergency services to foreign residents in Ansan |
| Multicultural Kids | 3 | Providing language trainings to multicultural kids, developing special local programs to support foreign residents, Setting up the weekend bilingual training school, and managing supporting centers for immigrant workers |

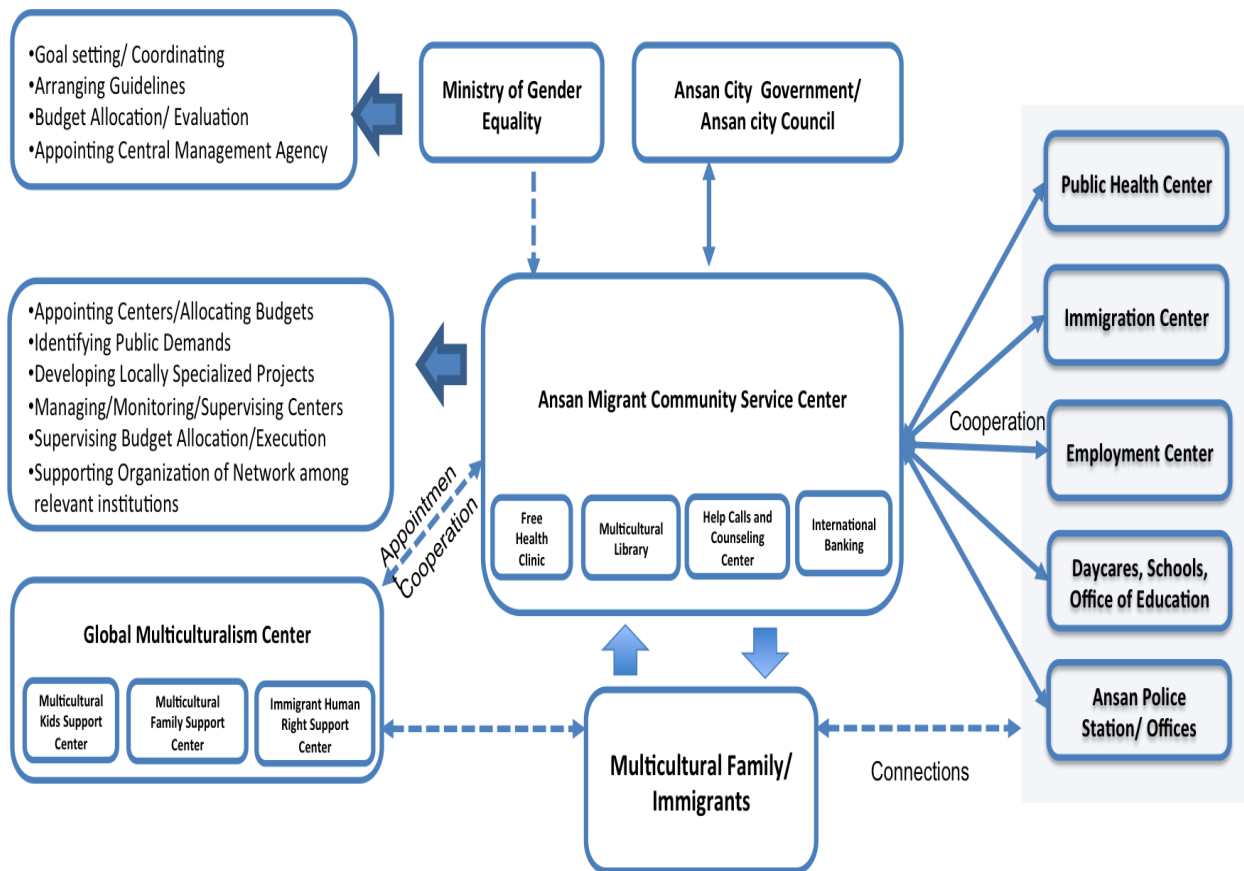


Figure 4-18 Ansan Immigrant/ Multicultural Family Support System⁴⁶

4.4 CONTEXTUAL ENVIRONMENT OF IMMIGRATION AND MULTICULTURALISM POLICY AND PRACTICE ACROSS CASES

In both cities, the size of the immigrant population was consistently increasing, and the types of immigrants diversified during the last decade. The percentage of the majority of immigrants (no citizenship) was decreasing, and that of citizen immigrants and multicultural family children was increasing in both cities. In the meantime, types of ‘other immigrants’ within the majority immigrant group diversified in both cities. However, the rate of increase in the total number and

46 Data: I illustrated the immigrants/multicultural Family Support System of Ansan city based in information provided by 안산시의외국인주민센터 <http://global.iansan.net> and 행정안전부(2010). 외국인주민 지원업무편람

percentage of the immigrant population was much more radical in Ansan city than that of Incheon or nationwide.

With respect to the policy structures and processes, each city developed its own distinctive systems. The system of Incheon was more directly influenced by the national plan. Just like the master plan for immigration and multiculturalism policy, Incheon city focused on serving the local multicultural families, rather than the overall immigrant population. Thus, the majority of the local immigrants, immigrant workers, was isolated from the major programs. In addition, with fewer staff and a lack of designated divisional support, the appointed city departments contracted out most of the programs, and played only supervising and administrative roles.

In contrast, Ansan city government established a more independent policy implementation system. Based on their previous experiences, the city government established an agenda and programs, and designated personnel in the existing immigrant support center. Utilizing the national budget, the city reinforced the roles of the center as the formal control tower of the immigration and multiculturalism administration of the city. In particular, based on the goal of promoting multiculturalism in the city, the center provided more inclusive programs and services to the immigrant population in general. In addition, due to having designated public servants in the center, the center was able to be involved in the direct provision of public services to immigrants as well as in the supervision of contracting organizations.

4.5 SUMMARY AND CONCLUSION

In this chapter, I investigated immigration and multiculturalism policy and practice in both cases in order to understand the contextual environment within which dynamic and complex collective action systems emerged and evolved. With regard to the multiplexity and poly-centricity among

social and public systems, I first examined immigration and multiculturalism practice and relevant policy structure and processes at the national level as the foundational contextual environment, then those at the city level. Since 1990, there has been a constant increase in the size of the immigrant population in South Korea. The implementation of industrial training systems in the early 1990s, and the social conditions attracting more married immigrants in the late 1990s, as well as the impact of Hanryu in the early 2000s, contributed to the influx of the immigration population. By the end of 2000s the percentage of immigrant population increased to 3% of the total population of South Korea. As the immigrant population affected diverse parts of society and raised social concerns, the national government devised diverse institutional arrangements. In particular, in the late 2000s, the national government established comprehensive immigration and multiculturalism policies that consisted of four grand policy goals, and has implemented those policies nationwide. Table 4-8 summarizes the details of formal institutions relevant to foreign residents in South Korea. Table 4-9 summarizes the details of national commissions organized for administering and supervising all the relevant institutional processes. As the national institutions have reinforced, regulated, and instructed local policies and administrative processes, overall patterns of local immigration and multiculturalism policy structures and processes has been under the control of those national ones. However, distinctive local conditions, such as constellations of immigrant populations and existing policy experiences, have contributed to the creation of a distinctive contextual environment for their local collective action systems in both cities.

Table 4-8 Development of Immigration and Multiculturalism Policy⁴⁷

| Title | Effective Date | Types (Org in charge) |
|--|----------------|---|
| Nationality Act | 1948.12 | Law, Ministry of justice |
| Immigration Control Act | 1963.3 | Law, Ministry of justice |
| Industrial Training System (for Foreigners) | 1993.11 | System, Foreign Workforce Policy Council |
| Directives for protection and management of industrial trainees | 1995. 2 | Directives, Ministry of Labor |
| Act on Immigration and Legal Status of Overseas Koreans | 1999.12 | Law, Ministry of justice |
| Act on Employment of Foreign Workers | 2003.8 | Law, Ministry of justice |
| Support Measures for the Social Integration of Married Female Immigrant and Their Family Members | 2006.4 | Official Meetings, National Government, 11 ministries/departments 2 committees |
| Policy Alternatives on the Social Integration of Mixed Races and Immigrants | | |
| Discussion on the principle orientation of immigration policy and the promotion system | 2006.5 | Official Meetings, Commission on Immigration Policy |
| Act on Treatment of Foreigners in South Korea | 2007.7 | Law, Ministry of justice |
| Standard Act on Supporting Foreign Residents | 2007.11 | Law, 127 Articles, Ministry of Administration |
| Local Government Ordinances for Foreign Residents | Since 2007 | Ordinances Local Governments |
| Marriage Brokers Business Management Act | 2008.06 | Law, Ministry of Welfare |
| Multicultural Families Support Act | 2008.09 | Law, Ministry of Welfare |
| A master Plan for Immigration Policy, and Action Plan | 2008.12 | Policy and Master Plan Commission on Immigration policy |

47 Data from 김혜순 외 (2009), 정명주 외 (2013), and 한국민족문화대백과 (2013)

Table 4-9 Summaries of National Commissions Relevant to Immigration Policies⁴⁸

| Title of Commission | Foreign Workforce Policy Council | Commission on foreign workforce policy | Commission on immigration policy | Commission on multicultural family policy |
|---------------------|--|---|--|---|
| Enactment date | 1993.11 | 2003.8 | 2006.5.22 | 2009.9.17 |
| Affiliation | Office of Government Coordination | Office of Prime Minister | Office of the President | Office of Prime Minister |
| Chairman | Deputy officer of Government Coordination | Deputy Minister of Prime Minister's Office | Prime Minister | Prime Minister |
| Members | Small and Medium Business Administration, Ministry of Justice, Ministry of Labor | Deputy ministers from 5 national Ministries, and the Director of Small and Medium Business Administration | Ministers from 14 national Ministries, and Deputy officer of Government Coordination | Ministers from 10 national Ministries & Deputy Officer of Government Coordination |
| Secretary | Office of Government Coordination | Ministry of Labor | Ministry of Justice | - |
| Policy target | Training institutions and workforce sending institutions | Immigrant workers and their employers | Immigrants in general & married immigrants (less than 3 years after acquiring the citizenship) | Family organized with foreigners |

48 Data from 김혜순 외 (2009) and 한국민족문화대백과 (2013)

5.0 STRUCTURAL COMPLEXITY AND DYNAMICS (1): SYSTEM VARIATIONS WITHIN COLLECTIVE ACTION SYSTEMS

There are lots of people shaping decisions, and so if we want to predict correctly, we have to pay attention to everybody who is trying to shape the outcome, not just the people at the pinnacle of the decision-making pyramid.

-Bruce Bueno de Mesquita, A prediction for the future of Iran, 2009

In the previous chapter, I focused on examining the immigration and multiculturalism policy and practice that have shaped the contextual environment for collective action systems. As the next step, I explore the collective action structures that emerge from the contextual environment. As the first step of the analysis, I focus on identifying the fundamental building block of collective action systems, the variations in collective action systems. Network data are used for descriptive statistics to detail the system variations in each case. First, I discuss how I operationalize ‘system variations’ in collective action systems. Second, I explore the system variations of each case. Third, I conduct cross comparisons of findings to point out the similarities and differences between cases. Lastly, the chapter is summarized. This chapter answers the research question 2-1 on system variations: “Who have been the participants of collective action systems? How do the participants vary in terms of size, characteristics, and roles?”

5.1 SYSTEM VARIATIONS

System variations are the fundamental building blocks of collective action system structure, which are endogenously developed by agents (Axelrod and Cohen 2000). Detailed information about system variation can be explained by the specific roles and capacity of the individual participants of collective action systems. This information enhances understanding of the basic conditions of the structural complexity, and dynamics of collective action systems in each city.

Prior to the mid-1990s, there was no observable collective action among organizations working for immigrants or multiculturalism in either city. In the early 2000s, as numbers and types of immigrants drastically increased in both cities, ‘immigration’ emerged as an important social issue. In particular, with respect to intensified law enforcement activities against undocumented immigrants and increasing cases of labor exploitation of foreign industrial trainees, some local organizations and groups of individuals emerged in the contextual environment and acted collectively to protect and promote the rights of the local immigrant population. Then in the mid-2000s, the growing numbers of married immigrants and their families, so-called multicultural families, started receiving huge social attention. This consistently redirected and reshaped inter-organizational collective action systems in both cities. In particular, direct engagement and institutional support from the national government since 2008 resulted in a rapid increase in the size and types of organizational participants in the contextual environment.

Considering these observable changes, in this chapter, system variations are measured in terms of the size and attributes of organizational participants. Size of participants refers to the number of participants. Attributes of participants are the “categories of participants within the larger population who share some detectable combination of features” (Axelrod and Cohen 2000, p. 32). Categories of participants are measured in terms of sector, jurisdictional levels, sources of

funding, main focus, the first entrance, and duration of organizations in collective action systems.

In order to explore system variations, I conducted three-step analyses. In the first step, I analyze the overall variations in size and attributes of participants using all-time slice data observed between 2002 and 2013. I first calculate the frequency distribution of the total number of organizational participants by sector and jurisdiction. Three types of sectors—nonprofit, public, and private—were identified based on the sources of funding. Seven different levels of jurisdictions were identified. Among them, 6 jurisdictional levels in South Korea were formally defined, based on the administrative units of different sizes, and one international jurisdiction combining all countries outside of South Korea. Then, I examined the total number of participants by jurisdiction and participants' focal service arena. Seven common service arenas were identified based on main activities of the organizational participants⁴⁹. 'Business' group refers to any size stores, companies, or corporations from all sectors. Organizations in the 'civic involvement' group are civil associations and volunteers. The 'culture/welfare' group consists of organizations providing community services in general, culture/art education, and direct financial support. The components of the 'school/education' group are public schools and educational institutions. Most of the organizations that are grouped into the 'immigration/labor' category are engaged in protecting and promoting labor/human rights of local immigrants. The 'Public service' group includes public organizations at any jurisdictional level including the international level, such as embassies or foreign governments. 'Professional service' includes hospitals, clinics, research or training institutes, and professional associations.

In the second step, I investigate longitudinal variations in the size and attributes of participants. These longitudinal variations carry important information about the dynamics of

⁴⁹ For more information, see chapter 3.

collective action systems in both cases. In particular, the information reflects the impact of constant interactions among contextual environment and system variations. In order to identify the information, I examine the detailed patterns of system variations broken down by yearly time slice: 1) dynamic variations in the size of total participants and 2) dynamic variations in the size and attributes of participants by sector, jurisdiction, and focal service arena.

Third, in order to control the disparity between static and longitudinal analysis due to entries and exits of participants, I explore variations in frequency distributions of new participants by sector and year as well as the frequency distributions among the years of duration by organizational participants in immigration and multiculturalism policy and practice from both cities.

5.2 SYSTEM VARIATIONS, INCHEON METROPOLITAN CITY

5.2.1 Static Variations in the Size and Attributes of Participants

From 2002 to 2013, a total of 654 organizations participated in immigration and multiculturalism policy and practice of Incheon Metropolitan city. Table 5-1 specifies the frequency distribution of participants by sector and jurisdiction. The largest group of participants by sector, 286 or 43.7%, was nonprofit organizations, and the next largest group, 261 or 39.9%, consisted of public organizations. In addition, the largest group by jurisdiction, 263 or 40.2%, was city-level organizations.

Table 5-1 Frequency Distribution of Participants by Sector and Jurisdiction, Incheon Metropolitan City

| Jurisdiction | Nonprofit | | Public | | Private | | Totals | |
|---------------|-----------|------|--------|------|---------|------|--------|------|
| | N | % | N | % | N | % | N | % |
| Dong | 25 | 3.8 | 71 | 10.8 | 13 | 2.0 | 109 | 16.7 |
| Gu | 49 | 7.5 | 91 | 13.9 | 5 | .8 | 145 | 22.2 |
| City | 152 | 23.2 | 58 | 8.9 | 53 | 8.1 | 263 | 40.2 |
| City_other | 12 | 1.8 | 1 | .2 | 2 | .3 | 15 | 2.3 |
| Province | 2 | .3 | 7 | 1.1 | 2 | .3 | 11 | 1.7 |
| National | 45 | 6.9 | 28 | 4.3 | 32 | 4.9 | 105 | 16.1 |
| International | 1 | .2 | 5 | .8 | 0 | .00 | 6 | .9 |
| Totals | 286 | 43.7 | 261 | 39.9 | 107 | 16.4 | 654 | 100 |

Breaking down the sector distribution by jurisdiction, Table 5-2, city-level nonprofit organizations were the largest group at 152 or 23.2%, followed by Gu-level public organizations at 91 or 13.9%, and then Dong-level public organizations at 71 or 10.8%⁵⁰. Interestingly, a significant number of national level organizations was identified. However, not many provincial level organizations were observed since the public administration of Incheon metropolitan city has been independent from that of the relevant province. The total number of organizational participants from the private sector, 107 or 16.4%, was small compared to those of other sectors. Yet, it is important to acknowledge that private organizations were engaged in the immigration and multiculturalism policy and practice of the city. In addition, it is also noteworthy that some international-level nonprofits and public organizations were observed in the local policy arena.

⁵⁰ Dong is the smallest administrative district in South Korea, which is similar to precincts in the U.S. context. In addition, Gu is the upper level administrative district that has its own council, which is similar to wards in the U.S.

Table 5-2 Frequency Distribution of Participants by Jurisdictions and Focal Service Arenas, Incheon City

| | Dong | Gu | City | City_ other | Province | National | Internat ional | Total |
|----------------------|---------------|---------------|---------------|-------------|-------------|---------------|----------------|----------------|
| | N (%) | N (%) | N (%) | N (%) | N (%) | N (%) | N (%) | N (%) |
| Business | 7 (1.1) | 6 (.9) | 30 (4.6) | 0 (.0) | 1 (.2) | 31 (4.7) | 0 (.0) | 75 (11.5) |
| Civic Involvement | 4 (.6) | 30 (4.6) | 27 (4.3) | 1 (.2) | 0 (.0) | 3 (.5) | 0 (.0) | 65 (9.9) |
| Culture/Welfare | 10 (1.5) | 28 (4.3) | 56 (8.6) | 2 (.3) | 0 (.0) | 24 (3.7) | 0 (.0) | 120 (18.3) |
| Immigrant/Labor | 13 (2.0) | 9 (1.4) | 38 (5.8) | 2 (.3) | 0 (.0) | 4 (.6%) | 0 (.0) | 66 (10.1 %) |
| Professional Service | 7 (1.1) | 17 (2.6) | 67 (10.2) | 9 (1.4) | 2 (.3) | 21 (3.2) | 1 (.2) | 124 (19.0) |
| Public service | 22 (3.4) | 41 (6.3) | 26 (4.0) | 1 (.2) | 6 (.9) | 22 (3.4) | 5 (.8) | 123 (18.8) |
| School/Education | 46 (7.0) | 14 (2.1) | 19 (2.9) | 0 (.0) | 2 (.3) | 0 (.0) | 0 (.0) | 81 (12.4) |
| Totals | 109 (16.7) | 145 (22.2) | 263 (40.2) | 15 (2.3) | 11 (1.7) | 105 (16.0) | 6 (.9) | 654 (100) |

Table 5-2 details the variations among the focal service arenas of participating organizations. Among the total of 654 organizational participants, the largest number of organizations, 124 or 19.0%, provided professional services, followed by organizations engaged in ‘public services’ (123 or 18.8%) and ‘culture/welfare’ (120 or 18.3%). Four other groups more or less equally share the rest of the percentages. Breaking down the focal service arenas by jurisdiction, the largest number of organizations, 67 or 10.2%, was involved in ‘professional services’ at the city level. The second largest proportion, 56 or 8.6%, was from the ‘culture /welfare’ at the city level. The ‘school/education’ from the Dong-level was the third largest with 46 organizations, or 7.0%, of the total number of participants. The majority of organizations providing ‘public services’ were most active at the city level. In addition, there was a significant number of Gu-level organizations, an average of 4.45%, that were engaged in either ‘civic involvement’ or ‘culture/welfare’. The average percentage of ‘business’, ‘civic involvement’,

‘professional service’, and ‘public service’ organizations from the national level was around 3.75%.

5.2.2 Longitudinal Variations in the Size and Attributes of Participants

In 2002, there were nine organizations in the contextual environment. In 2003, when the social attention to industrial trainee system and undocumented immigrants was at its peak, the total number of involved organization increased to 52. As work permits resolved relevant problems, the total number of participants decreased by half. In mid-2005, in response to growing attention to married immigrants and multicultural family issues, the number of organizational participants doubled. In 2008, when the first master plan for immigration and multiculturalism policy was implemented, 81 more organizations abruptly emerged in the arena. The size of participants incrementally increased until the end of 2011, when a total of 222 organizations were involved. Since then, fewer and fewer organizations were engaged in the arena. In particular, as the first round of the master plan was finalized, the total number of involved organizations decreased by around 100. Then, when the new master plan was implemented in 2013, there was an additional slight decrease in the total number of organizational participants. Figure 5-1 illustrates the change in the numbers of organizational participants in the policy and practice of Incheon between 2002 and 2013.

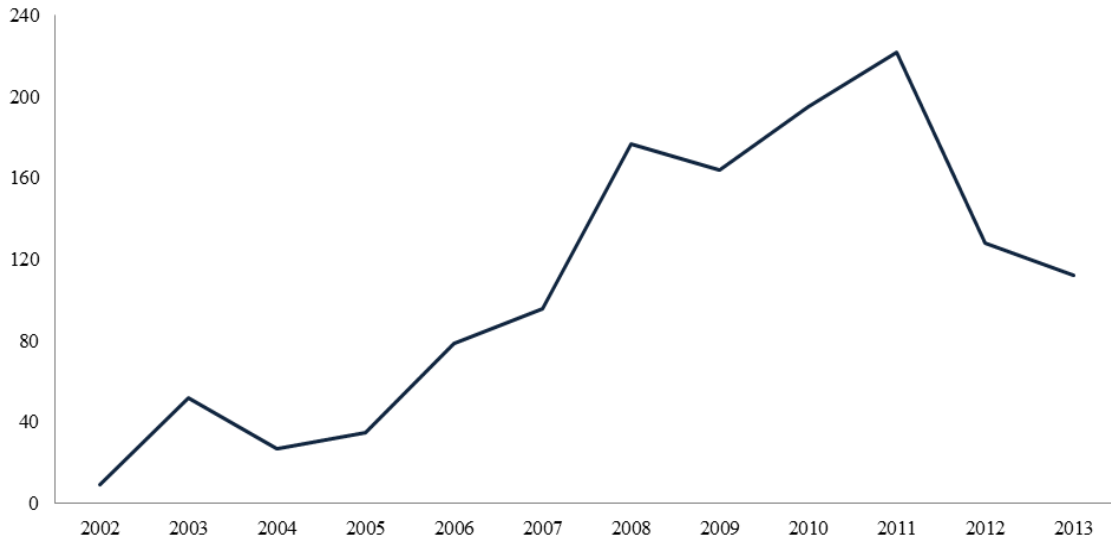


Figure 5-1 Variations in the Size of Participants by Year, Incheon Metropolitan City

Figure 5-2, below, details the variations in the organizational domination by sector and year. The patterns of variations by sector reflect the overall pattern of variations observed in Figure 5-1. In the static descriptive analysis in Table 5-1, nonprofits were identified as the leading sector. Yet, Figure 5-2 shows frequent changes in actual domination between public and nonprofit organizations over the period. In particular, whenever the new immigration policies or acts were enacted, public organizations became the largest group of participants overall. However, nonprofits were more active during the absence or settlement of policies relevant to immigration and multiculturalism.

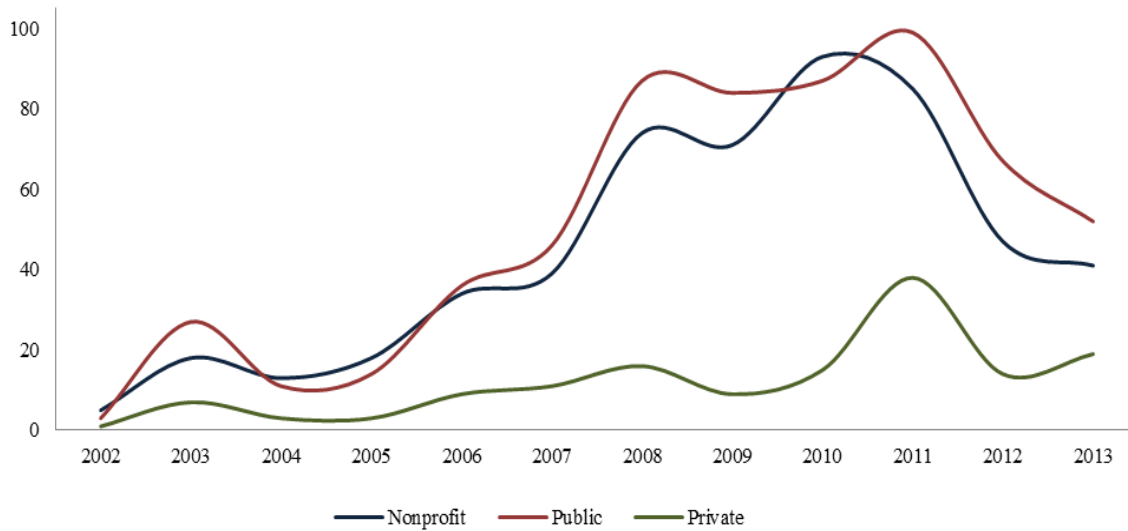


Figure 5-2 Variations in the Size of Participants by Sector and Year, Incheon Metropolitan City

Figure 5-3 depicts the yearly variations in the organizational domination by jurisdiction. As identified in Table 5-1, city-level organizations were the largest group, and Gu-level organizations were the second largest over the period. In 2003, when work permits were granted to immigrant workers, the numbers of city-, Gu-, and national-level organizations rapidly increased and decreased as the system was settled in 2004. However, when the first master plan was enacted in 2008, numbers of organizations at all jurisdictions, except the province and national levels, multiplied. In 2011, the total numbers of Dong-, Gu-, and city-level organizations reached a peak because they were in charge of executing a large budget suddenly allocated to daycare support⁵¹ for multicultural family children in the city.

⁵¹ For more details, see chapter 4, exogenous inputs, Incheon Metropolitan City.

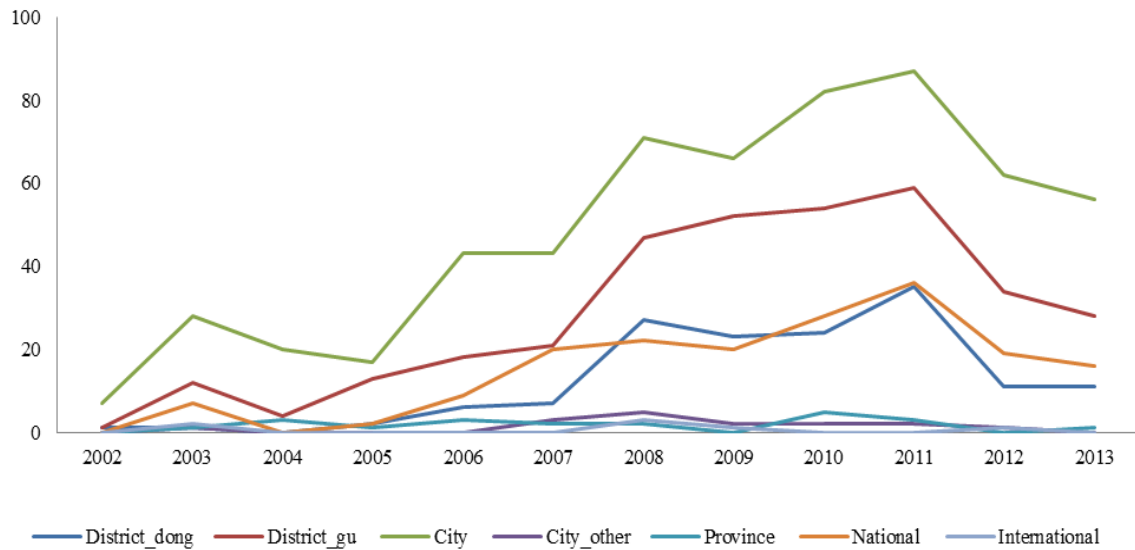


Figure 5-3 Variations in the Size of Participants by Jurisdiction and Year, Incheon Metropolitan City

Unlike the domination of ‘professional service’ organizations in all-time slice data, the organizations involved in the ‘public service’ were the largest participants throughout the time slices except in 2002 and 2012. The ‘professional service’ organizations were the largest only in 2002, the second largest between 2003 and 2005, and the third largest since 2006 following the ‘culture/welfare’ organizations. The size of organizations in the ‘school/education’ group incrementally increased from 2002 to 2009, and incrementally decreased after 2009. Numbers of participants providing ‘immigrant/labor’ services were fluctuating for most of the time slices. The size of the ‘business’ group was the smallest most of the time period. The smallest group in the all-time slice data, the civic involvement organization group, was identified as the fourth-largest in most of the time slices. Figure 5-4 depicts the details.

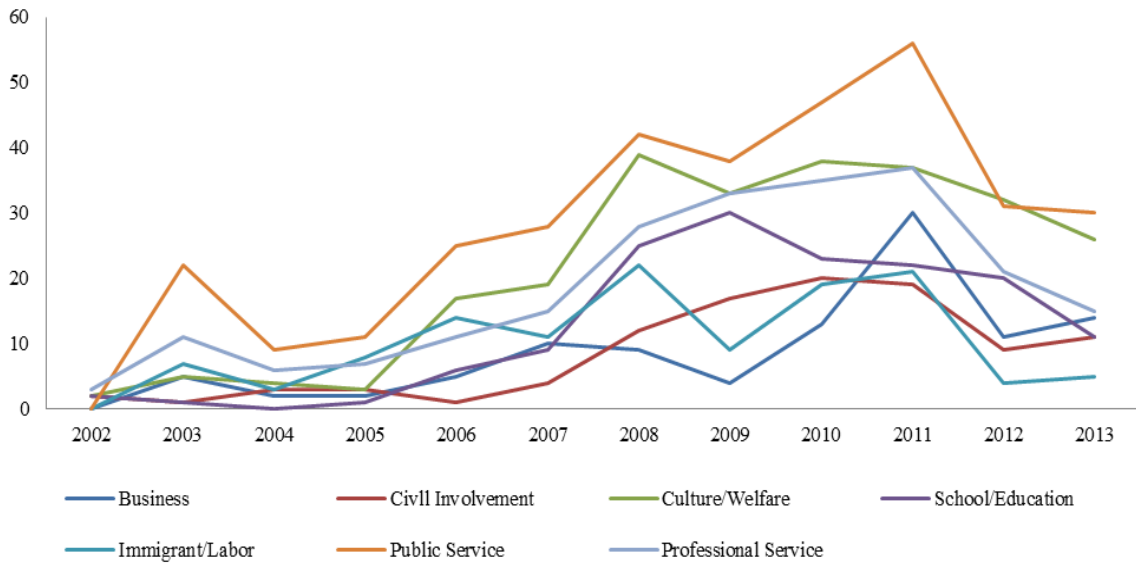


Figure 5-4 Variations in the Size of Participants by Focal Service Arena and Year, Incheon Metropolitan City

5.2.3 Variations in the New Participants and Organizational Durations

In the city, new organizations entered the contextual environment in each year. In general, the longitudinal variations in the size of new entrants identified in Figure 5-5 correspond to that in the size of overall participants identified in Figure 5-1. Yet, the highest number of new organizations was in 2008 rather than 2011, the year of the highest total number of participants. In addition, the percentage of newly-entering organizations among the participants has been decreasing since 2008. The longitudinal variation of first entrance by sector is also similar to those of the total participants by sector identified in Figure 5-2. Yet again, the size of first-time entrants from public and nonprofits significantly decreased among the total participants from 2008.

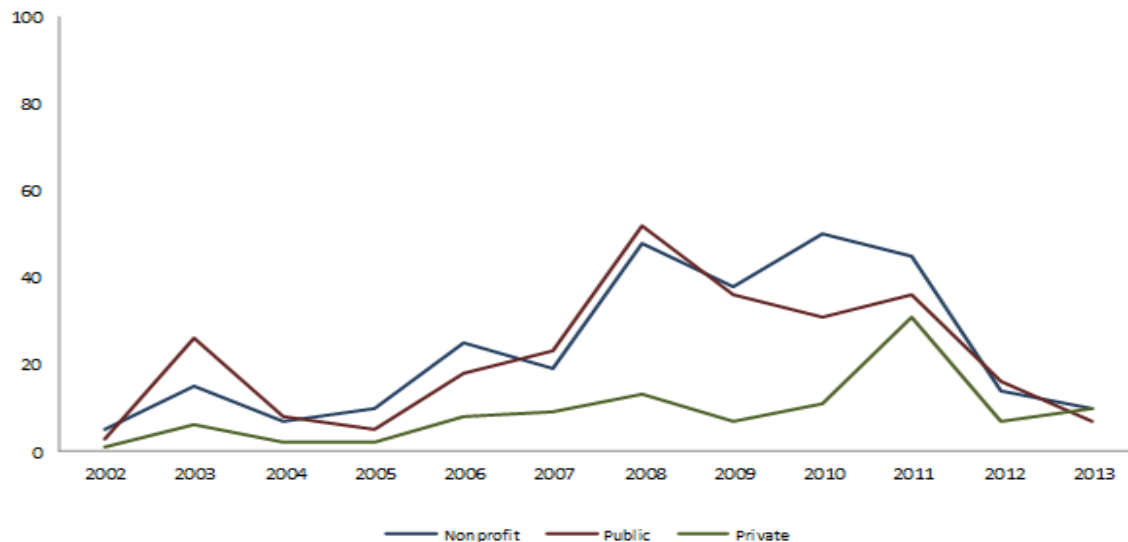


Figure 5-5 Variations in Size of New Participants by Sector and Year, Incheon Metropolitan City

The findings about new entrants by year imply that there were frequent replacements—(re)entry or (re)exit—of participants in the policy and practice over the period. After experiencing massive numbers of new participants with the financial support of formal institutions in 2008, the percentage of first entries was decreasing. This indicates that the system already reached the limit in terms of maximum variances of new entries, and the size of total population.

Since frequent entries and exits of participating organizations were observed, it is important to measure the years of duration of participants. The frequency distribution of years of organizational involvement follows the power law distribution, decaying rate of longer organizational duration. In particular, around 62% of total participants emerged only for one year. In addition, approximately 96% of the total participants were engaged in the policy and practice for 6 or fewer years. Among the other 27 or 4%, only 4 or .6%, two public organizations and one nonprofit organization, remained longer than or equal to 10 years. In Incheon metropolitan city, no organization stayed in the contextual environment for the full 12 years. Only one public organization participated for 11 years. Breaking down by sector, 95% of both

nonprofit organizations and public organizations participated for 6 or fewer years. In addition, 99% of private organizations were involved no longer than 6 years.

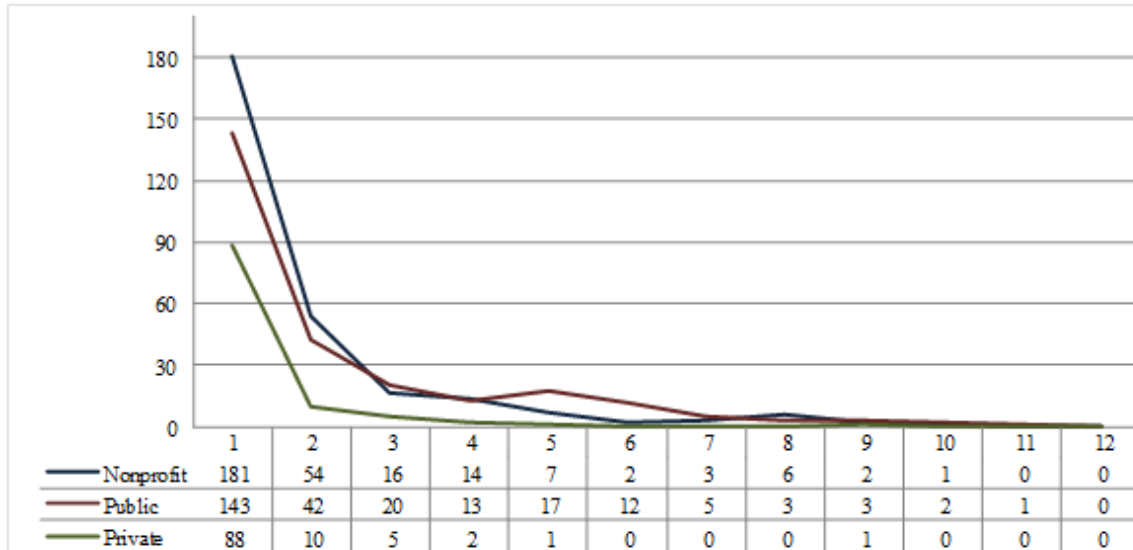


Figure 5-6 Duration of Participants by Sector and Year, Incheon Metropolitan City

5.3 SYSTEM VARIATIONS, ANSAN CITY

5.3.1 Static Variations in Size and Attributes of Participants

In the last 12 years, a total of 449 organizations emerged in Ansan city. Table 5-3 documents the frequency distribution of participants by sector and jurisdiction. The largest group of participants by sector, 249 or 55.5%, was identified as nonprofits, and the next largest group, 126 or 28.0%, consisted of public sector organizations. In addition, the largest group by jurisdiction, 235 or 52.3%, was city-level organizations followed by national level organizations at 108 or 24.1%.

Table 5-3 Frequency Distribution of Participants by Sector and Jurisdiction, Ansan City

| | Nonprofit | | Public | | Private | | Total N of all Agents | |
|---------------|-----------|------|--------|------|---------|------|-----------------------|------|
| | N | % | N | % | N | % | N | % |
| Dong | 10 | 2.2 | 17 | 3.8 | 3 | .7 | 30 | 6.7 |
| Gu | 4 | .9 | 6 | 1.3 | 0 | 0 | 10 | 2.2 |
| City | 151 | 33.6 | 47 | 10.5 | 37 | 8.2 | 235 | 52.3 |
| City_other | 15 | 3.3 | 3 | .7 | 1 | .2 | 19 | 4.2 |
| Province | 15 | 3.3 | 14 | 3.1 | 4 | .9 | 33 | 7.3 |
| National | 47 | 10.5 | 32 | 7.1 | 29 | 6.5 | 108 | 24.1 |
| International | 7 | 1.6 | 7 | 1.6 | 0 | 0 | 14 | 3.2 |
| Totals | 249 | 55.5 | 126 | 28.0 | 74 | 16.5 | 449 | 100 |

Breaking down the sector distribution by jurisdiction, Table 5-4, city-level nonprofit organizations were the largest group, 151 or 33.6%. Both national level nonprofits and city-level public organizations were identified as the second largest, 47 or 10.5%. In addition, significant numbers of private organizations from the city and national-level, as well as national-level public sector organizations were identified in the city. Interestingly, not many provincial-level organizations were observed even if the city administration is somewhat dependent on provincial governance. In addition, the total rate of participation of Dong-, and Gu-level organizations was very small. In particular, the total percentage of Gu-level organizations (10 or 2.2%) is lower than that of international participants (14 or 3.2%). It is important to acknowledge that 16.5% of the total participants were from the private sector. In addition, it is also noteworthy that some international-level nonprofits and public organizations were involved in the local policy and practice of the city.

Table 5-4 Frequency Distribution of Participants by Jurisdictions and Focal Service Arenas, Ansan City

| | Dong | Gu | City | City _other | Province | National | Interna tional | Total |
|-------------------------|-------------|-------------|---------------|----------------|-------------|---------------|-------------------|--------------|
| | N (%) | N (%) | N (%) | N (%) | N (%) | N (%) | N (%) | N (%) |
| Business | 2 (.4) | 0 (.0) | 22 (4.9) | 0 (.0) | 6 (1.3) | 36 (8.0) | 0 (.0) | 66 (14.7) |
| Civic Involvement | 7 (1.6) | 2 (.4) | 35 (7.8) | 3 (.7) | 2 (.4) | 7 (1.6) | 0 (.0) | 56 (12.5) |
| Culture/Welfare | 4 (.9) | 2 (.4) | 33 (7.3) | 5 (1.1) | 8 (1.8) | 20 (4.5) | 6 (1.3) | 78 (17.4) |
| Immigrant/Labor | 3 (.7) | 0 (.0) | 60 (13.4) | 5 (1.1) | 3 (.7) | 10 (2.2) | 0 (.0) | 81 (18.0) |
| Professional service | 1 (.2) | 3 (.7) | 44 (9.8) | 6 (1.3) | 8 (1.8) | 15 (3.3) | 1 (.2) | 78 (17.4) |
| Public services | 3 (.7) | 3 (.7) | 25 (5.6) | 0 (.0) | 4 (.9) | 17 (3.8) | 7 (1.6) | 59 (13.1) |
| School/Education | 10 (2.2) | 0 (.0) | 16 (3.6) | 0 (.0) | 2 (.4) | 3 (.7) | 0 (.0) | 31 (6.9) |
| Totals | 30 (6.7) | 10 (2.2) | 235 (52.4) | 19 (4.2) | 33 (7.3) | 108 (24.1) | 14 (3.1) | 449 (100) |

Variations among the focal service arenas of participating organizations in the city are documented in Table 5-4. The largest group, 81 or 18.0%, was ‘immigrant/labor’ service providing organizations. Organizations engaged in promoting ‘culture/welfare’ or ‘professional services’ were the second largest group. The size of ‘school and education’ group was identified as the smallest at 31 or 6.9%. Breaking down the focal service arenas by jurisdiction, the largest number of organizations, 60 or 13.4%, was identified as ‘immigrant/labor service’ organizations at the city-level. The following group was ‘professional services’ organizations at the city-level, 44 or 9.8%. The ‘business’ group from the national-level was the third largest at 66 or 14.7%.

5.3.2 Longitudinal Variations in the Size and Attributes of Participants

In 2002, a total of 19 organizations were identified as the initial participants in immigration and multiculturalism policy and practice in Ansan city. In 2003 and 2004, despite the enactment and

implementation of work permit system, no abrupt change in the total numbers of participating organizations was observed. Yet, more and more organizations gradually appeared in the arena. In 2005, in response to the emerging social discourse about multiculturalism and married immigrants, the total number of organizational participants increased by 25 or 71.4% and the number was maintained for succeeding 2 years. In 2008, with the enactment of the first master plan of immigration and multiculturalism policy, the total number of organizational participants, 111, became the highest ever in the last 12 years. Then, the size of participants gradually decreased until 2011, and slightly increased in 2012. Figure 5-7 illustrates the longitudinal variations in the numbers of organizational participants between 2002 and 2013.

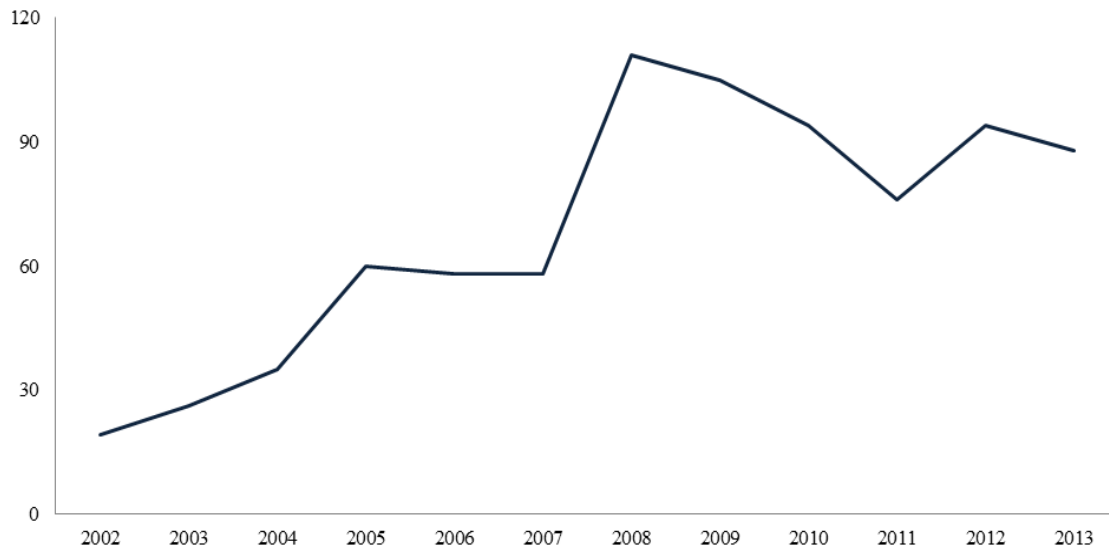


Figure 5-7 Variations in the Size of Participants by Year, Ansan City

Figure 5-8 depicts longitudinal variations in the organizational domination by sector. As identified in findings from all-time slice data in Table 5-3, nonprofits was the majority among all participants over the period. The first leap in the total number of organizations in 2005(in Figure 5-7) can be explained by the rapid increase in the number of nonprofits in 2005. The second leap

in 2008 was the result of rapid increases in the numbers of organizations from all sectors. Even if the findings from all-time slice data showed that there were almost twice as many nonprofits as public organizations, the difference in the number of yearly participants from nonprofits and public organizations narrowed from 2006. In addition, the total number of public organizations surpassed that of nonprofits in 2013.

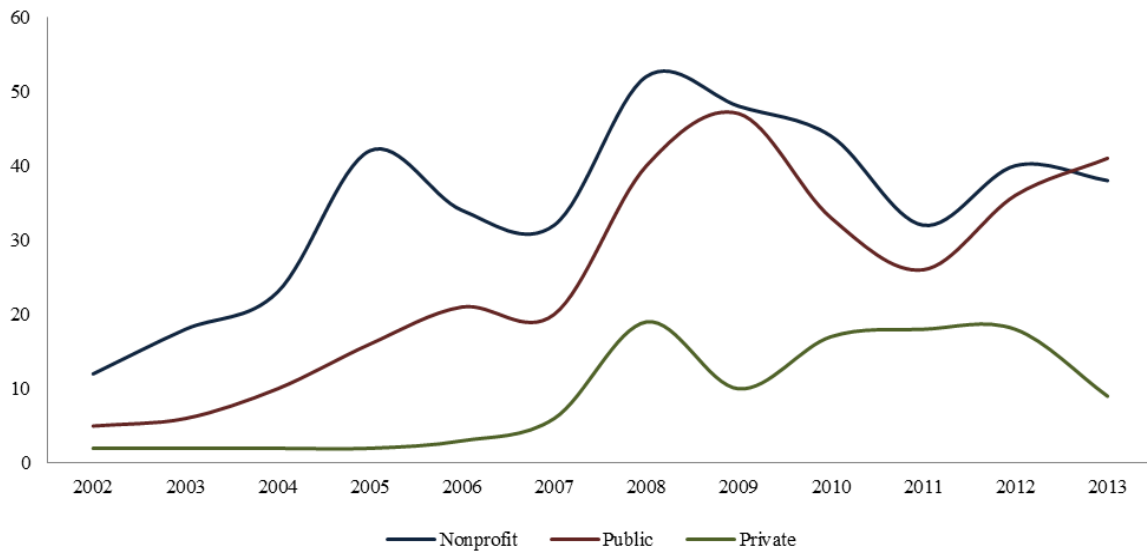


Figure 5-8 Variations in the Size of Participants by Sector and Year, Ansan City

Breaking down the frequency distribution of participants in the city by jurisdiction, Figure 5-9 shows that the size of city-level participants remained the largest, and the next was national-level organizations after 2004. The total numbers of organizational participants from both levels were at their highest in 2008. Yet the rate of increase in the numbers of city-level organizations was already at its peak in 2005. The size of city-level participants decreased around 40% during the succeeding couple of years and increased again in 2012. Meanwhile, the total numbers of national-level organizations were consistently decreasing after 2008. There was

not a noticeable change in the numbers of organizations from other jurisdictional levels in the city.

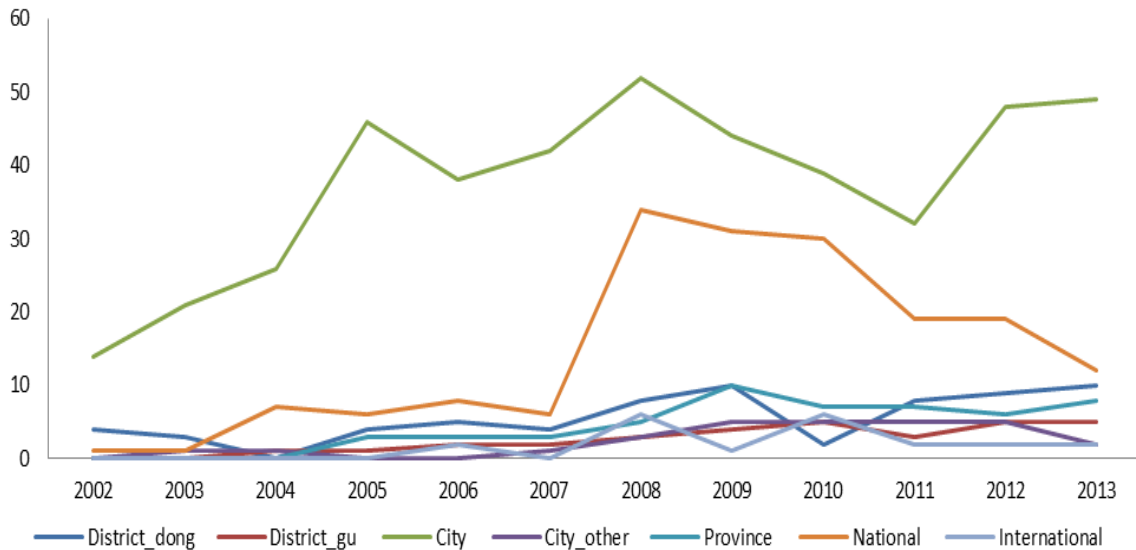


Figure 5-9 Variations in the Size of Participants by Jurisdiction and Year, Ansan City

The description of the longitudinal variation in the size of participants by their focal service arena is complicated (see Figure 5-10). Even if the ‘immigrant/labor’, ‘professional service’, ‘culture/welfare’ groups dominated the policy arena in terms of the aggregated total numbers, the majority in different time slices frequently changed. From 2002 to 2006, the ‘immigrant/labor’ group was the largest among the participants. However, the size gradually decreased has been from 2006 while the numbers of other organizations increased. In 2007, the ‘public service’ organizations emerged as the majority. Then in 2008 and 2010, the number of the ‘culture/welfare’ organizations moved to the top. Yet, the number of the ‘culture/welfare’ organizations plummeted in 2011. The size of ‘proessional service’ organizations gradually expanded and became the largest group in 2011 and 2012. Although the change in size of ‘school/education’ group was not significant, it continually expanded during the observational

period. Due to the rapid increase, ‘business’ organizations became the fourth-largest group in 2008, and third largest between 2010 and 2012. Interestingly, the size of ‘civic involvement’ group did not increase much in 2008, while the size of others abruptly expanded. Yet, while others shrank in 2009, the size of ‘civic involvement’ group increased and became the fourth largest in that year.

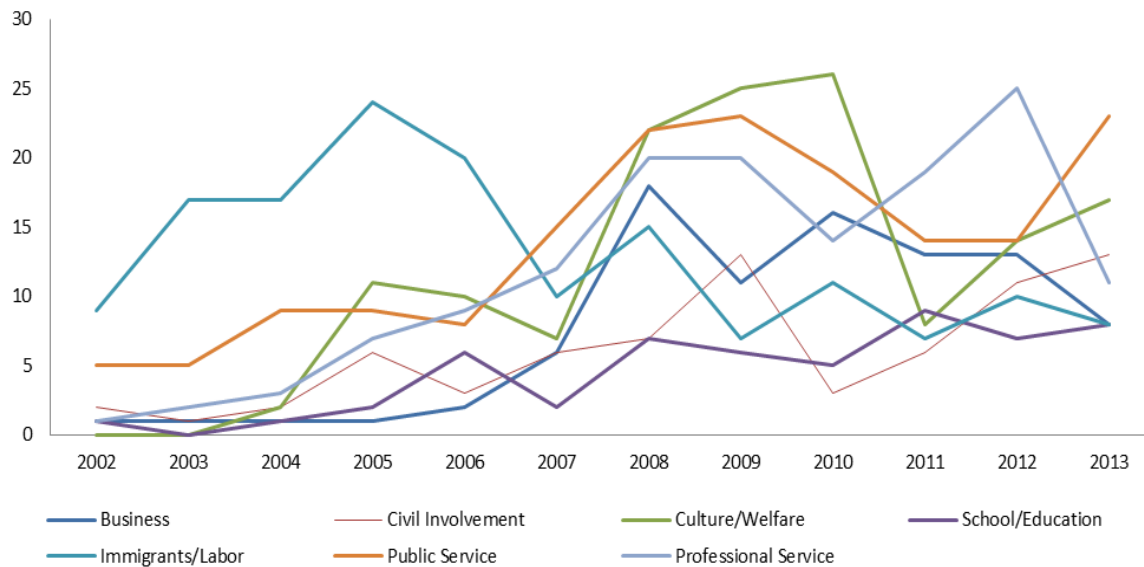


Figure 5-10 Variations in the Size of Participants by Focal Service Arena and Year, Ansan City

5.3.3 Variations in the New Participants and Organizational Durations

In each year, new organizations entered in immigration and multiculturalism policy and practice in Ansan city. The general pattern of variations in the size of new organizational entrants corresponds to that of overall participants identified in Figure 5-7.

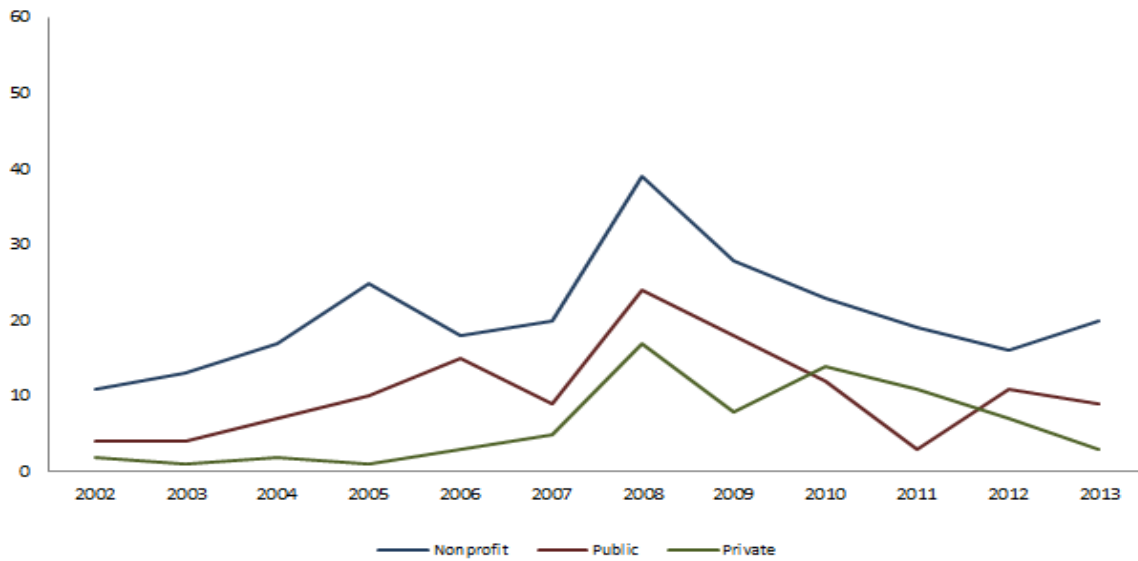


Figure 5-11 Variations in the Size of New Participants by Sector and Year, Ansan City

The sudden increase in number of new entrants in 2008 explains the abrupt increase in the total numbers of participants in the same year. In addition, the longitudinal patterns of new participants broken down by sector also correspond to those of all participants identified in Figure 5-8. Yet, the size of first time entries consistently decreased after reaching a peak in 2008, despite a small bounce back in the number of total participants in 2010. The overall pattern indicates that the system identified its maximum capacity to receive newcomers and retain the previous participants over the period.

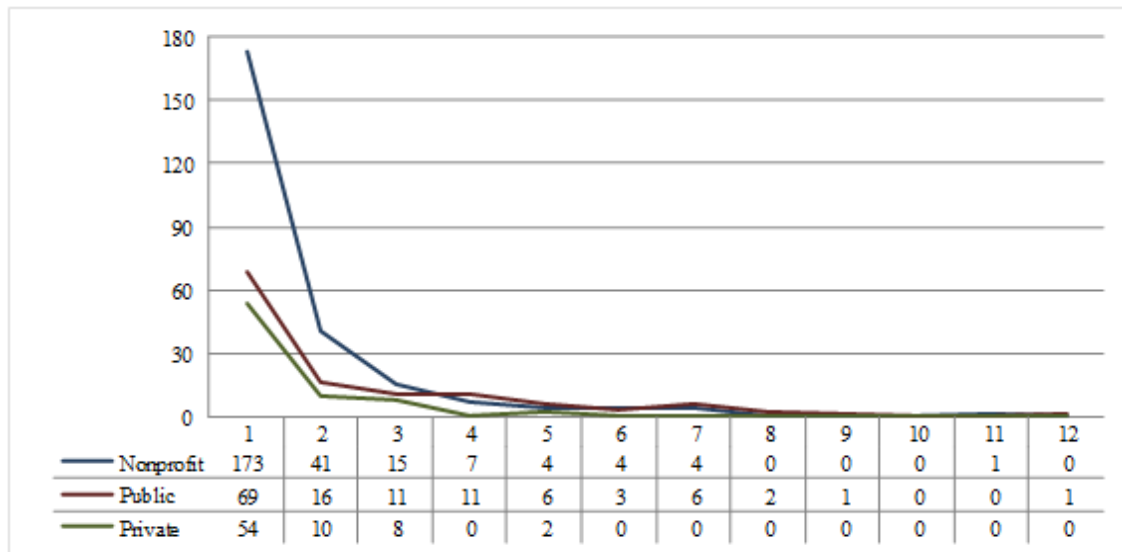


Figure 5-12 Duration of Participants by Sector, Ansan City

The power law distribution is observed in the frequency distributions of the years of organizational participation. Out of 449, 397, or 89%, were engaged less than or equal to 3 years, and another 37 or 8% stayed no longer than 6 years. Only 15 or 3% of the total remained more than 6 years. Among the 15, only 2 organizations participated in the contextual environment more than 11 years. Broken down by sector, 244 or 97% of nonprofits disappeared after 6 or fewer years of participation. 74 or 100% of private sector organizations disappeared after 6 years, and 72 or 97% stayed in the contextual environment no longer than 3 years. 96 or 76% of public organizations disappeared within three years of their participation, 92% of total public organizations disappeared within 6 years of their participation. Among the remaining 10 or 8% of total public organizations, only 1, or .2% stayed for 12 years.

5.4 COMPARISONS OF SYSTEM VARIATIONS ACROSS CASES

First, in terms of static system variations in the size of participants by sector, jurisdiction, and focal arena, both cities had the highest participants from the nonprofit sector or from city-level jurisdiction. In addition, ‘professional service’ organizations were active in both cities. Yet, Incheon had a higher percentage of Dong and Gu-level (public) organizations than Ansan, as observed. In contrast, Ansan had a larger number of national-level (nonprofit) participants than Incheon. In addition, a relatively large group of ‘school/education’ organizations at the Dong-level, and higher percentage of ‘public service’ and ‘culture/welfare’ organizations at all levels were observed in Incheon. Whereas in Ansan, comparably more participants from city-level ‘immigrant/labor’ organizations and national-level ‘business’ organizations were identified.

Second, there are also similarities and differences between the two cities with respect to the longitudinal variations in the size and attributes of participants. Both cities experienced a rapid increase in the total numbers of participants after the policy intervention in 2008 as well as a decrease in total participants thereafter. The city level organizations were the largest group throughout the 12-year time slices in both cities. However, the patterns of longitudinal system variations in Incheon were more predictable based on the analysis results of contextual environment at the national level in chapter 4, and the findings of all time-slice combined data. As the descriptive statistics in Table 5-1 indicate, the gap between the total number of nonprofit participants and total number of public organizations was very narrow throughout the period, regardless of the frequent replacement in the actual majority position between the two. The overall change in the population size broken down by jurisdiction and focal service area corresponds to the change in the variations of total population, with few exceptions. In addition, the sudden increase and decrease in the size of participants at some time slices reflect the years of relevant policy interventions. This shows the high level of dependency or sensitivity to the

system variations of collective action in Incheon on the national policies, particularly the policy interventions after 2008. In contrast, in the case of Ansan city, the pattern of longitudinal system variations was not very sensitive to the introduction of national level policies, except the one in 2008. These resulted in Ansan city's independent policy orientation and goal of establishing a multicultural community that was developed prior to the interventions of relevant national policies. In addition, regardless of absolute dominance in the total number of nonprofit participants at all-time slices, the gap between nonprofit participants and participants from the public sector was relatively narrow throughout the 12 years. Only the change in the size of city-level organizations reflected the overall change in the size of total participants in Ansan city. Lastly, unlike the stable patterns of increase and decrease in the yearly variations in the breakdowns of participants by focal service arenas in Incheon, those of Ansan were rather complicated. There was neither a stable dominant service arena nor certain patterns of change in any group in Ansan. These may also be attributable to the directions and goals shared among local participants in Ansan city.

Third, with respect to the variations in the size of new participants and the duration of participation, both cities have more similarities than differences. The minimal differences can be regarded as the result of inherent contextual differences of each city. The longitudinal variations in the size of new participants in both cities correspond to those in the size of total participants. In particular, both cities experienced frequent replacements of participants due to the high-level emergence of new participants. Then, after experiencing the biggest influx of new participants after the major policy intervention in 2008, it seems both systems identified their system boundaries or maximum rates of newcomers and total population. Accordingly, the percentage of new participants decreased, and the rate of re-entrances and re-exits of existing organizations increased in both cities. In terms of duration of organizational participants, the power law distributions were observed in both cities. Approximately 90% of the total participants stayed no

longer than 3 years, and more than 95% left after 6 years of participation. Only several organizations out of 654 in Incheon metropolitan city or 449 in Ansan city remained more than 10 years. The decaying rate of total years of involvement indicates that the collective action systems in the policy and practice in both cities were managed or organized by those several organizations.

5.5 SUMMARY AND CONCLUSION

This chapter aimed to identify the details of system variations of participants in immigration and multiculturalism policy and practice of each city. In particular, I focused on the analysis of variations in size and attributes of total participants. First, I examined the static variations in the size and attributes of the participants. Second, acknowledging the variations in the size and attributes of participants between all-time slices and discrete time slices, I investigated the details of longitudinal variations in the size and attributes of the participants in each city and conducted cross-comparisons between cases. Third, I analyzed the longitudinal variations in the size of new comers by sector as well as the duration of organizational participants. The noticeable similarities and differences among the findings indicate the sensitivity of local collective action systems on the contextual environments as well as the possibility of central organizations that might have had a strong impact on the collective action system structures in both cities.

6.0 STRUCTURAL COMPLEXITY AND DYNAMICS (2): INTERACTIONS AMONG THE DIVERSE PARTICIPANTS

The interaction of the variation in our genes is what's responsible for lots of our attributes and vigor.

-Walter. Gilbert, n.d.

In the previous chapter, I explored the system variations—diversity in participants—that are fundamental building blocks of the structural complexity, and dynamics of collective action systems in immigration and multiculturalism policy and practice. In this chapter, I investigate how those diverse building blocks shape the structural complexity, and dynamics of collective action systems in the given contextual environment. In particular, I focus on the identification of the overall structural pattern of interaction among the varied participants throughout the all-time slices, and changes in the patterns over the 12 yearly time slices. While tracing changes in the patterns of interactions among participants over time, I make inferences about the impact of policy intervention and implementation on the structural complexity, and dynamics of collective action systems since 2008. Two sets of network data are used—one collected from five different sources for the Incheon case, and the other from four different sources for the Ansan case for the 12-year period—and descriptive network analysis is conducted to identify the structural patterns of complexity and dynamics of collective action systems in each case. The results of this chapter respond to research question 2-2: What and how were the patterns of interactions among those

diverse participants? Was there a significant change in patterns of interaction structure since the policy intervention? If so, in what ways?

The organization of this chapter is as follows: In section 6.1, I discuss the important network measures and simple hypotheses of network analysis. In section 6.2, I analyze the interactions among collective action participants in the policy and practice in Incheon metropolitan city. In section 6.3, I iterate the same analysis with the Ansan case. In 6.4, the results of each case are compared to identify similarities and differences between the cases and the common impact of policy intervention on the processes. Lastly, in 6.5, the overall chapter contents are summarized.

6.1 INTERACTION STRUCTURES AND NETWORK ANALYSIS

The detailed structural complexity and dynamics of collective action systems are identified by modeling the patterns of interactions among diverse participants using network analysis. First, using the **Statnet** suite of packages (Handcock et al., 2003) in **R** programming language (R Core Development Team, 2011) and **ORA**, a network analysis software (Carley, 2011), I provide network maps that visualize information about how the iterative interactions among the varied participants generate, change, or reinforce overall structural complexity, and dynamics of collective action systems in the contextual environment. The network maps are used to identify certain grouping patterns among those varied participants. Then, I examine detailed topological properties of overall structure of collective action systems by calculating network measures. These are node counts, isolate counts, link counts, network density, distance, network fragmentation, and transitivity. Node counts indicate the total number of participants in the contextual environment. Isolates are the participants that do not have any connections to any

other participants or that act alone in the policy arena. Link counts measure total dyadic connections among participants. Network density explains the general level of complexity—organizational cohesion level of collective action—by calculating the proportion of observed dyadic links(l) among participants over all possible connections among diverse participants. If a network is directed and non-symmetrized, each node has unique links to their partners. Thus, all the potential connections are calculated as $(n(n-1))$. Yet, in the case of the undirected and symmetrized network, the density measure is calculated ‘relative to the number of unique pairs’ $(n(n-1)/2)$. Thus, with respect to the fact that all the observed networks are undirected and symmetrized in the present study, the latter equation is used to calculate the density measure:

$$D = \frac{l}{\frac{n*(n-1)}{2}}$$

Network fragmentation presents the proportion of participants or clusters of participants that are not connected or integrated with other participants or their clusters. Lastly, transitivity reveals global structural patterns with explaining the local structural patterns by measuring the percentage of any two pairing partners also sharing other partner, e.g., J in a given structure.

Second, with respect to the power law distributions of variations in the duration of participation identified in the previous chapter, I assume that the overall structural patterns of collective action systems is organized or evolves around certain interaction patterns among the limited numbers of participants. To test this assumption, I measure whether the observed collective action structures have properties of small-world network and scale-free network. A small-world network consists of few clusters but many spanner nodes. In other words, within a small-world network, there are specially interconnected groups, but each node can be reached from every other node by a small number of paths. This distinctive network structure supports information or resource processing or distribution across the communicating nodes within the

network. To test the fitness of observed networks in the small-world network, I utilize the proximity ratio proposed by Watts and Strogatz (1998). The proximity ratio (σ) is measured by calculating the ratio of the observed clustering coefficient of a network to that of a randomly generated graph over the ratio of the observed average distance to that of the randomly generated graph. The network level clustering coefficient (C_n) is the average of total sums of individual node (i)'s clustering coefficient (C_i)—the proportion of the actual number of connections among node (i)'s neighbors (k) over all possible unique connections among those neighbors:

$$C_i = \frac{e_i}{\frac{K_i(K_i-1)}{2}} \rightarrow C_n = \frac{1}{n} \sum_{i=1}^n C_i$$

The average geodesic distance, path length, explains the participants' ability to reach others in a limited number of steps within the network calculated as the shortest distance among all possible node pairs. The average geodesic distance (l_g) is the proportion of total sums of the observed shortest distance between any two nodes, $d(v_1, v_2)$ in the network, over all possible unique connections between any two nodes within the network:

$$l_g = \frac{2}{n(n-1)} \sum_{i \neq j} d(v_1, v_2)$$

The values for random graphs are identified by the Erdos-Renyi random edge rewiring function provided by ORA, a network analysis software program (Carley, 2011). I randomized links among existing nodes of networks and iterate the same process 20 times and then calculated the averaged values for clustering coefficient and average geodesic distance of the random network. I then identified the small-world proximity ratio by the proportion of observed network measures over those of the randomly generated network:

$$\sigma = \frac{\frac{c}{c_{rg}}}{\frac{l}{l_{rg}}}$$

If the results are greater than the minimum threshold for small-world classification ($\sigma = 4.75$ or greater) proposed by previous research (Kilduff et al., 2008; Montoya and Sole, 2002; Watts and Strogatz, 1998), the observed collective action structures are concluded to be small-world networks. Then, I investigated the fitness of the observed network to the scale-free network, which consists of a limited number of highly-connected central participants that serve as boundary spanners or information gate keepers. This is examined by the shape of the frequency distribution of normalized degree centrality measures of the participants. If the frequency distribution follows a power law distribution—long tail distribution to the right or decaying rate of high centrality—the networks are concluded to be a scale-free network.

Lastly, in light of the domination/sudden emergence of certain groups of participants and the decaying rate of participants' duration observed in the previous chapter, central participants, which have played prominent roles in connecting the network, are identified. I identified 10 central participants by utilizing the key entity report produced by ORA. In the key entity report, six different centralities are included: 1) total degree centrality, the proportion of the total number of dyadic connections, is used to identify controlling participants in the network structure; 2) eigenvector centrality, the proportion of dyadic connections to the most connected neighbor, is used to identify inter-organizational leaders; 3) hub-centrality measure is used to identify participants working at the center of overall collective action systems; 4) authority centrality is included to identify the participants with structural authority; 5) betweenness centrality identifies participants whose structural roles serve as the information/resource conduit; and 6) key entity report includes participants that are central to connecting other participants that are identified by high betweenness centrality with low degree centrality.

In this process, I first analyzed the static network observed over all-time slices in order to identify overall interaction patterns among the varied participants. Then I analyzed the dynamic network over 12 different time slices in order to observe details about changes in the interaction patterns and overall structures and to explain the roles of relevant policy interventions. Results reveal specific information about macro-structural patterns of connections at the system level, structural roles and positions of the participants within the collective action networks, and diverse patterns of transactions among the identified participants (Carrington et al., 2005; Wasserman and Faust, 1994). Ultimately, the network analysis provides evidence for inferring the underlying structural mechanisms of each case and reveals policy implications regarding systematic coordination of collective action networks in immigration and multiculturalism policy and practice.

6.2 INTERACTION STRUCTURE, INCHEON METROPOLITAN CITY

In this section, the case of Incheon metropolitan city is investigated.

6.2.1 Static Network Analysis

Figure 6-1 visualizes a combined static network map including all-time slices of collective action structure in Incheon metropolitan city. The static network map features the ways in which the varied participants are organized in the given contextual environment. A total of 654 participants were observed over 12 years. However, not all participants were engaged in the same collective action systems in the contextual environment. In particular, there was a very large component of

collective action structure, constructed by interactions among a total of 505 participants, at the center of the network map. The network map also presents a total of 15 smaller size collective action structures, each of which is made up of 2 to 15 participants and separated from the main collective action network structure. In addition, the map identifies 15.75% or 103 isolated individual participants that do not interact with any other participants.

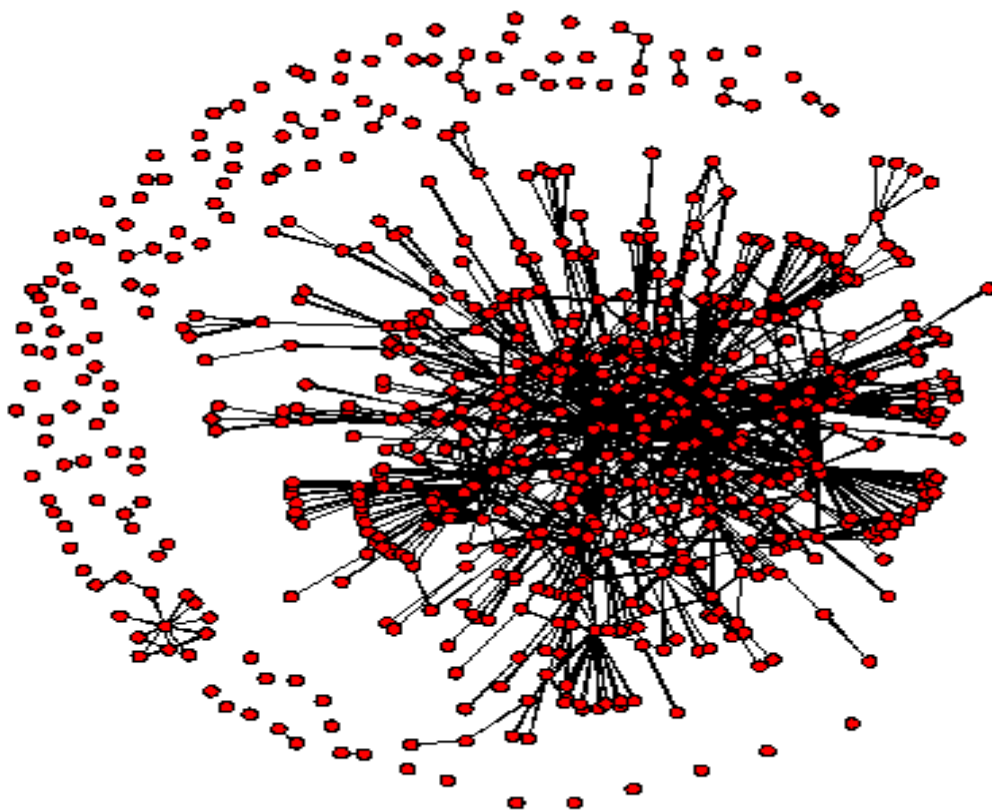


Figure 6-1 Static Network Map for Incheon Metropolitan City⁵² (RStatnet)

According to the density measure documented in Table 6-1, of all possible dyadic interactions that could occur among 654 participants, only .5% or a total of 1,147 dyadic

⁵² Appendix 3 provides the list of organizations identified in immigration and multiculturalism policy and practice of Incheon Metropolitan city

interactions were observed. This indicates that overall participants were very loosely connected to other participants within the contextual environment at the aggregated time slices. In addition, the static network shows high fragmentation, 40%, due to not only the sparse connections among overall participants, but also the presence of many isolated individual participants and independent smaller-sized collective action groups of participants. Lastly, in this static network, close to 30% of the total number of participants interacted with their partners' partners rather than expanding their interaction options to others who did not have connections to their interaction circles. This high level of transitivity might result in high clustering among certain groups of participants and may contribute to sparse or loose connections among overall participants as well as a high level of fragmentation among the groups within the overall interaction structure.

Table 6-1 Static Network Measures, Incheon Metropolitan City

| Network Measure | Value |
|--------------------------------------|--------------|
| Node Counts | 654 |
| Isolate Counts(% total nodes) | 103 (15.7) |
| Link Counts | 1147 |
| Network Density | .005 |
| Network Fragmentation | .404 |
| Transitivity | .276 |

The proximity ratio of this static collective action structure documented in Table 6-2 far exceeds the identified minimum thresholds ($\sigma = 4.75$) for small-world classification. The results imply that this static collective action structure is a small-world network that consists of tightly interconnected participants as well as their neighboring participants that are loosely connected to other participants distributed widely across the static network.

Table 6-2 Small World Ratio Calculation for Static Network, Incheon Metropolitan City

| Small World Measures | Value |
|----------------------------------|--------------|
| Clustering (Observed) | .182 |
| Distance(Observed) | 3.73 |
| Clustering (Random graph) | .004 |
| Distance (Random graph) | 5.21 |
| Clustering Ratio | 45.5 |
| Distance Ratio | .720 |
| Proximity Ratio | 63.19 |

In addition, the frequency distribution of all participants' degree centrality follows power law distribution, Figure 6-2. This indicates that the static collective action structure measured in all-time slices has the structural pattern of a scale-free network. In other words, a lesser number of highly-connected central actors manages or bridges the complex collective action structures.

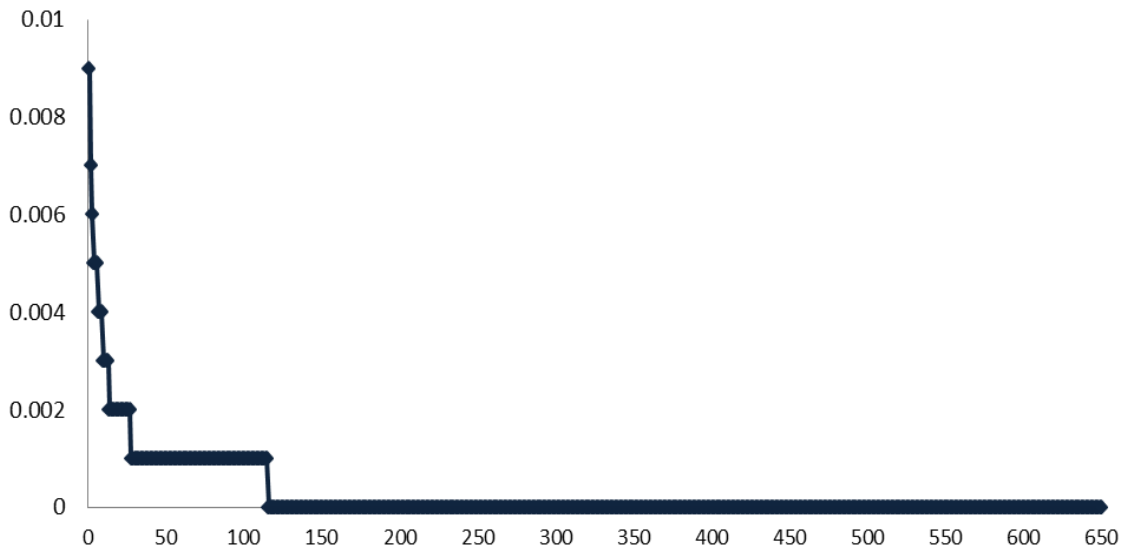


Figure 6-2 Static Scale-Free Analysis, Incheon Metropolitan City

Lastly, I identified central participants that connect to other participants, contributing to the emergence of structural complexity in collective action systems. Figure 6-3 presents the top

ten organizations in terms of six different centrality measures. The first two organizations have a much higher percentage of centrality measures than the other organizations in the Figure. The next six organizations have a moderate level of connections among these top ten central organizations. These top eight organizations include four public organizations (three city level, and one national level), three city-level nonprofits, and one national-level private sector organization. These organizations are the most central participants in terms of their structural positions in the all-time aggregated, static complex collective action structures in Incheon metropolitan city.

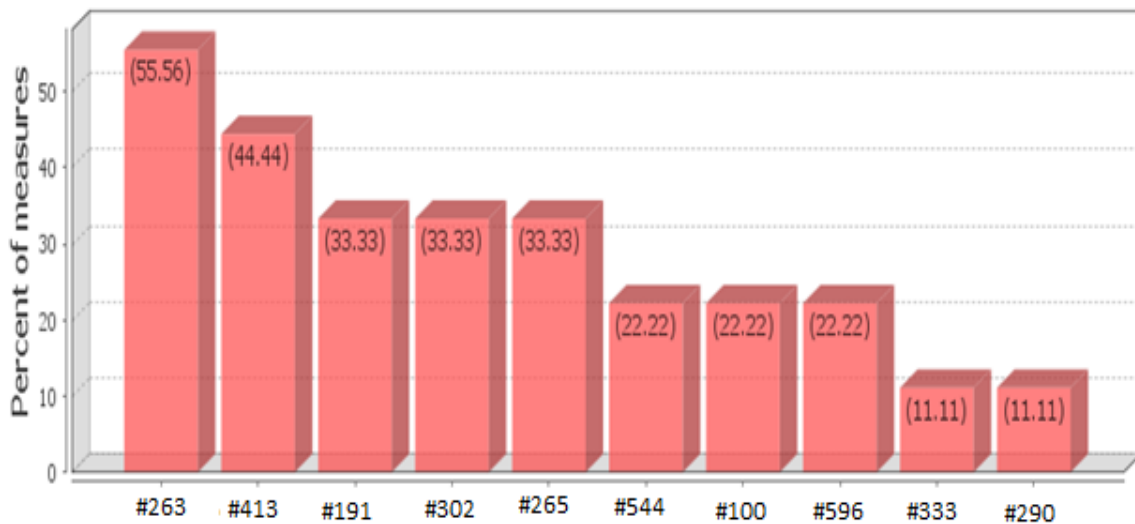


Figure 6-3 Central Participants, Static Network, Incheon Metropolitan City⁵³

⁵³ Since the key participants were selected as key informant of semi-structured interviews of this dissertation, in order to protect their confidentiality, I assigned numeric identifiers to those key actors of collective action networks identified in the city. Appendix 3 provides the list of all participants of the collective action network.

6.2.2 Dynamic Network Analysis

In light of the longitudinal variations in the size and attributes of participants observed in the previous chapter, I assume dynamic change in the collective action structures over time. Therefore, in this section, I present the results of dynamic network analysis to identify dynamic changes in the complexity of collective action structures that emerged in the contextual environment. Basically, the same descriptive network analysis is conducted with each network observed at discrete time slices. Table 6-3 documents the dynamic network analysis results. The results show that when the network emerged in the contextual environment in 2002, only two out of nine participants or 23% interacted with other participants. As the number of participants increased, the active participants interacted more with other participants, and hence the isolate percentage decreased by 10% in 2007. However, with the introduction in 2008 of the comprehensive master plan for immigration and multiculturalism, the percentage of isolates increased again and remained at the average of 20% of **total** participants thereafter.

Table 6-3 Dynamic Network Measures, Incheon Metropolitan City

| Network Measure | 02' | 03' | 04' | 05' | 06' | 07' | 08' | 09' | 10' | 11' | 12' | 13' |
|------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Node Counts | 9 | 52 | 27 | 35 | 79 | 96 | 177 | 164 | 195 | 222 | 128 | 112 |
| Isolate Counts (%) | 7 (77) | 16 (31) | 9 (33) | 7 (20) | 22 (28) | 10 (10) | 30 (17) | 38 (23) | 44 (23) | 41 (19) | 27 (21) | 20 (18) |
| Link Counts | 1 | 34 | 12 | 21 | 108 | 146 | 362 | 147 | 223 | 178 | 99 | 119 |
| Network Density | .028 | .026 | .034 | .036 | .034 | .032 | .024 | .010 | .012 | .008 | .012 | .020 |
| Network Fragmentation | .972 | .943 | .906 | .929 | .751 | .651 | .704 | .684 | .655 | .784 | .882 | .905 |
| Distance | 1.00 | 1.19 | 1.64 | 1.16 | 1.64 | 2.41 | 3.17 | 3.02 | 3.51 | 2.22 | 1.87 | 2.22 |
| Transitivity | 0 | .429 | 0 | .333 | .697 | .547 | .769 | .013 | .409 | .080 | .187 | .505 |

Changes in the network density measure also suggest that the rate of interaction among participants constantly increased and remained at a comparatively higher level by 2007. Yet, the level of organizational cohesiveness significantly dropped as more organizations emerged after the first comprehensive master plan for immigration and multiculturalism policy was introduced in 2008. While the first master plan was implemented, the density remained at the lower level. Yet, after the second master plan was introduced in 2013, the density increased again. Network fragmentation shows a similar turning point. The rate of fragmentation constantly decreased until 2007 and then increased as the comprehensive master plan for immigration and multiculturalism policy was introduced and implemented (Figure 6-4). From 2002 to 2008, more and more participants interacted with their partners' partners. Yet, as the policy was implemented in 2009, the local interaction structure among connected participants became unstable.



Figure 6-4 Density (left) and Fragmentation (right) Measures of Incheon Dynamic Network

Figure 6-5 provides the details in the structure of collective action systems by visualizing the changes in grouping patterns among participants by sector. At first, there was only one link

between nonprofit participants in 2002. As more organizations participated, more participants locally interacted with other participants. In 2006, a large component that consisted of those small interaction groups appeared for the first time.

In 2007, most of the participants interacted with other participant(s), and the least number of isolated participants was observed. During the first 6 years, nonprofit organizations were more or less located at the center of the networks and were highly inter-connected with one another as homophily. However, the overall grouping patterns among participants changed significantly after the major policy intervention in 2008. Nonprofit organizations became marginalized within the main collective action structure. Meanwhile, the main collective action structure became more hierarchically organized around homophily in the public organizations, the main resource providers. As a result, the level of structural complexity of the main collective action structure decreased with the policy interventions and the domination of the public organizations. In 2012, a great number of participants disappeared from the large component of the collective action structure as well as from the contextual environment. This might be due either to a significant decrease in the total amount of the public budget allocated to contracting out public programs, or to the voluntary exit of the previous participants based on their experience and learning about the contextual environment. Then, in 2013, when the second master plan with updated public programs was implemented, the large component of collective action structure did not emerge, but more fragmented and smaller collective action network structures appeared.

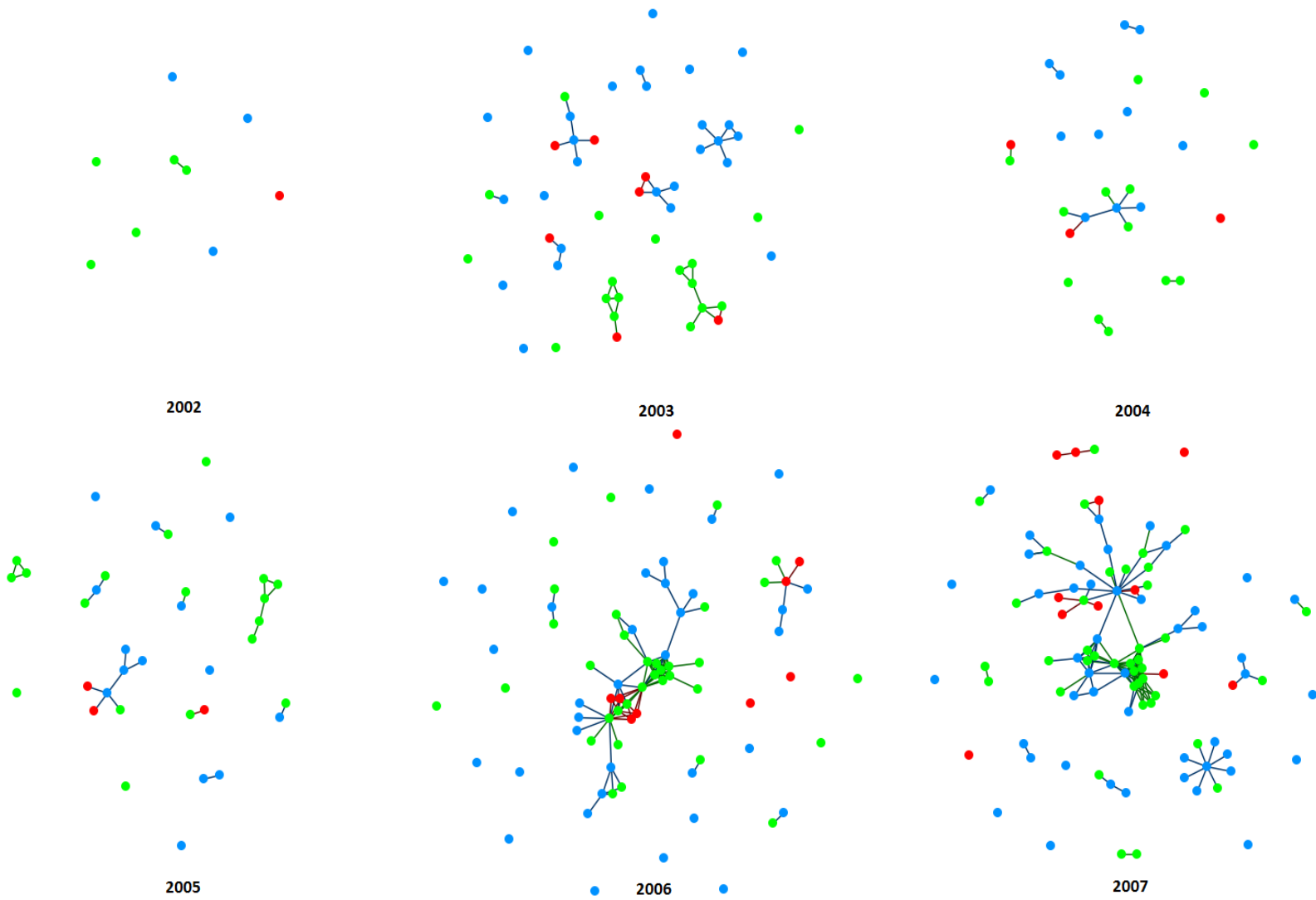


Figure 6-5 Incheon Dynamic Networks, Colored by Sector (Green: Nonprofit, Blue: Public, Red: Private) (ORA)

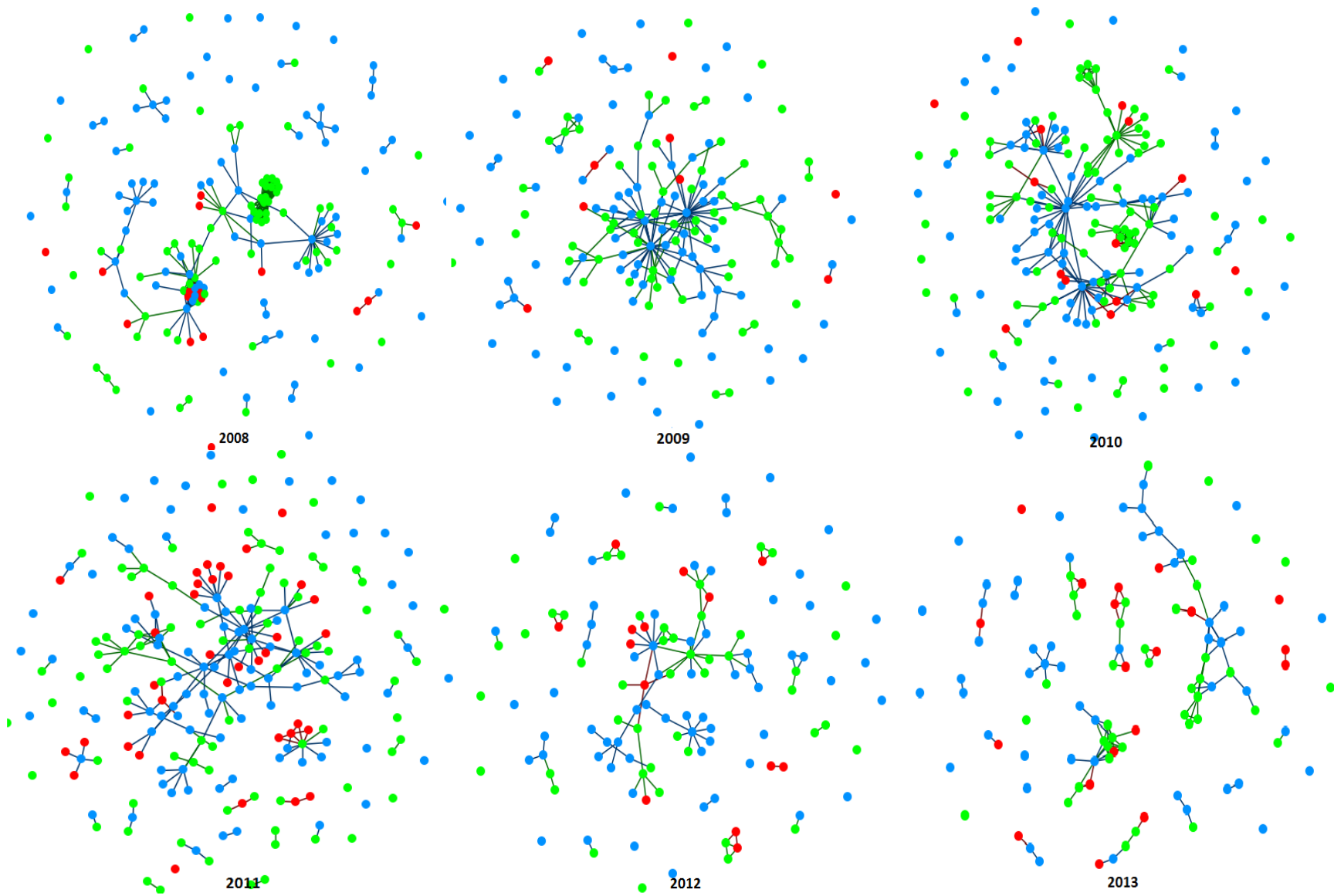


Figure 6-5 Incheon Dynamic Networks, Colored by Sector (Green: Nonprofit, Blue: Public, Red: Private), (ORA) Continued.

Table 6-4 Small World Ratio Calculation for Dynamic Network, Incheon Metropolitan City

| Small World Measures | 02' | 03' | 04' | 05' | 06' | 07' | 08' | 09' | 10' | 11' | 12' | 13' |
|----------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Clustering (Observed) | .000 | .110 | .000 | .076 | .092 | .093 | .111 | .070 | .101 | .027 | .102 | .125 |
| Distance(Observed) | 1.00 | 1.19 | 1.64 | 1.16 | 1.64 | 2.41 | 3.17 | 3.02 | 3.51 | 2.22 | 1.87 | 2.22 |
| Clustering (Random graph) | .000 | .020 | .000 | .000 | .026 | .018 | .009 | .007 | .002 | .002 | .007 | .005 |
| Distance (Random graph) | 1.00 | 3.02 | 1.39 | 1.67 | 4.13 | 6.85 | 6.23 | 3.05 | 3.48 | 3.11 | 3.63 | 8.01 |
| Clustering Ratio | - | 5.50 | - | - | 3.54 | 5.17 | 12.3 | 10.0 | 50.5 | 13.5 | 14.6 | 25.0 |
| Distance Ratio | 1.00 | .394 | 1.18 | .695 | .397 | .352 | .509 | .900 | 1.01 | .714 | .515 | .277 |
| Proximity Ratio | - | 14.0 | - | - | 8.91 | 14.7 | 24.2 | 10.1 | 50.1 | 18.9 | 28.3 | 90.2 |

The small-world proximity ratio of the dynamic network documented in Table 6-4 and the dynamic scale-free analysis in figure 6-6 reaffirms the interpretation of the network maps visualizing the collective action systems. In most networks, after 2008, connected participants became highly clustered and interconnected with one another, and the remaining connected participants organized around the more limited number of highly inter-connected participants.

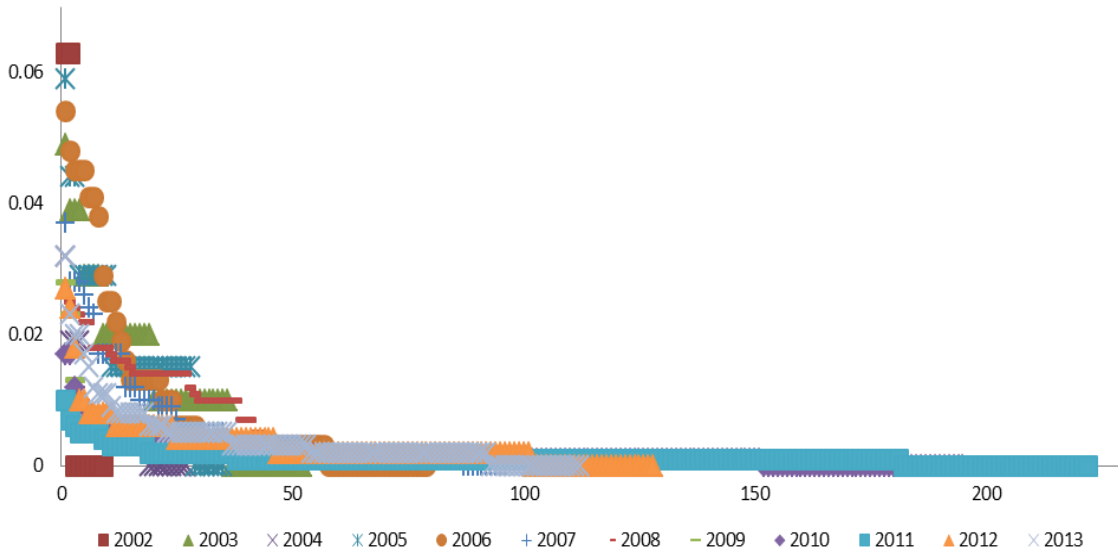


Figure 6-6 Dynamic Scale-Free Analysis, Incheon Metropolitan City

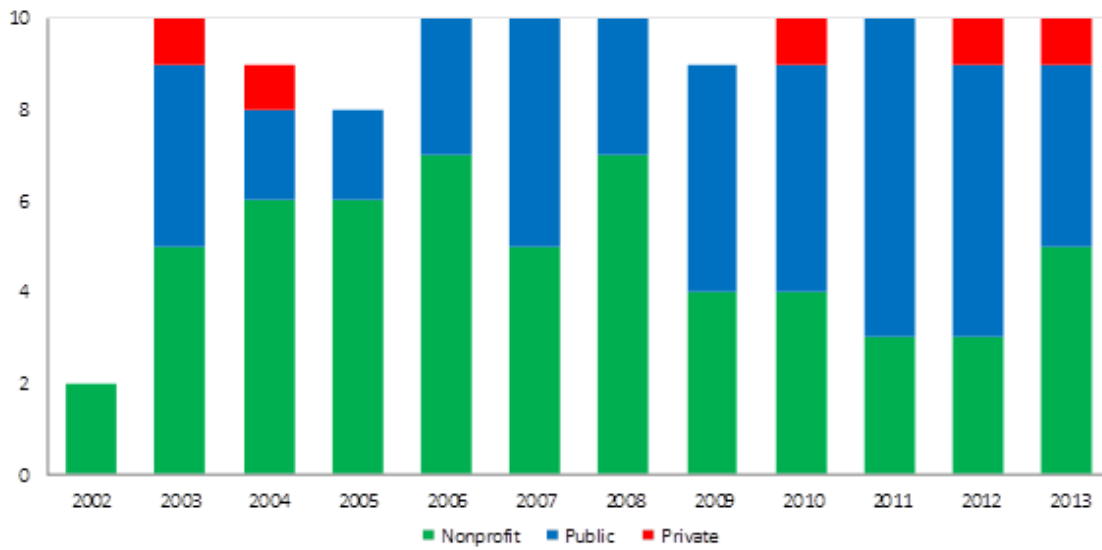


Figure 6-7 Central Participants by Sector and Year, Incheon Metropolitan City

Figure 6-7 presents the details of change in the composition of central participants by sector, identified based on the source of funding. The results also reaffirm the previous claim that

the major shift occurred in the central participants. Nonprofit organizations were the central participants in terms of their structural position within the observed collective action structures before the implementation of the first master plan for immigration and multiculturalism policies. However, more and more public organizations occupied the central position in the network when the first master plan was put into practice. Then the dynamics changed again when the second master plan was implemented in 2013.

6.3 INTERACTION STRUCTURES, ANSAN CITY

In this section, I analyze the interaction structure that emerged and changed in Ansan metropolitan city. First, the collective action systems at all-time slices are investigated. Then, I trace the dynamic change in the structural complexity of collective action systems by analyzing the interaction patterns that emerged in each discrete time slice.

6.3.1 Static Network Analysis

Figure 6-8 presents all the connections among participants. A total of 1,366 interactions among 449 participants were observed over 12 years. As is typical in a social context, the collective action structure is composed of a very large component of the main interaction structure, some smaller size interaction networks, and isolated participants. In particular, interactions among 85% or a total of 384 participants made up the major collective action structure. Around the center network, 13 smaller-sized and structurally independent collective action groups are identified. Each of these smaller-sized groups is made up of two to four participants. In addition,

the map identifies a moderate level, 7.35% or 33%, of isolated individual participants that do not interact with any other participants.

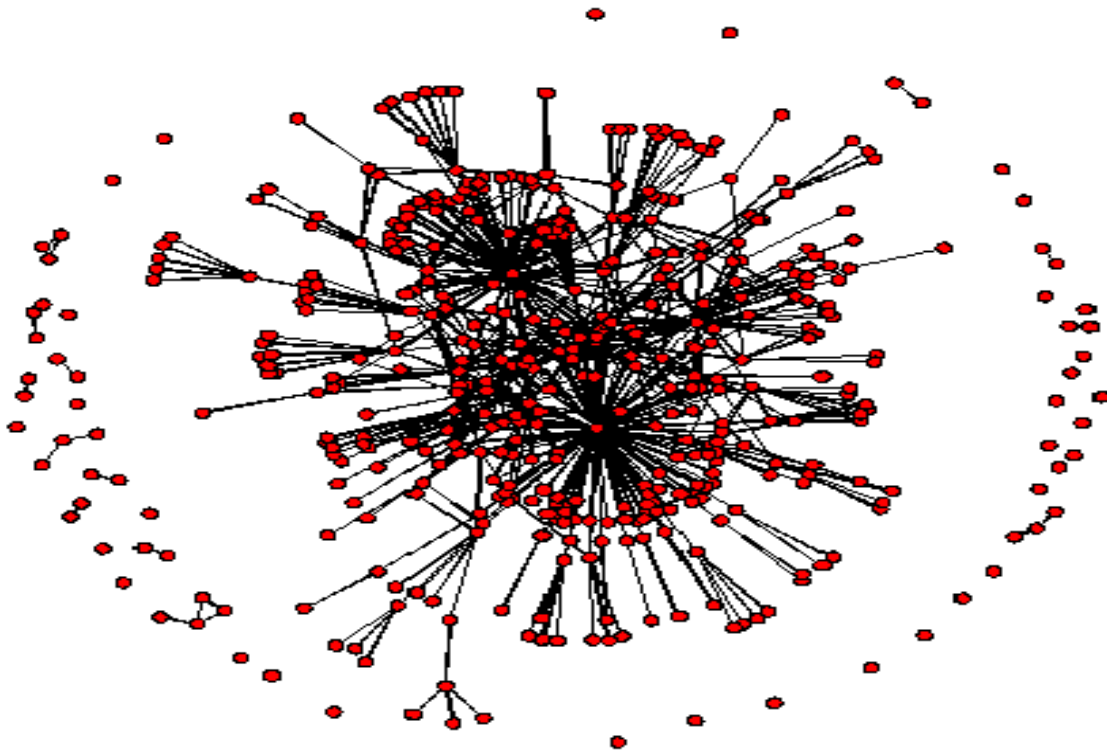


Figure 6-8 Static Network Map for Ansan City⁵⁴ (RStatnet)

Table 6-5 documents detailed network measures that explain the topological properties of the static network. The density measure indicates that of all possible interactions among 449 participants, only .7% or a total of 793 unique interactions were observed. This implies that participants in Ansan established more or less loose connections with other organizational participants. Yet, despite the sparse connections among overall participants, the fragmentation

⁵⁴ Appendix 4 provides the list of organizations identified in immigration and multiculturalism policy and practice of Ansan city

level, 27%, was at the moderate level due to the lower percentage of isolated individual participants. The sparse or loose connections among overall participants with a lower level of fragmentation were reflected in the lower level of transitivity of this static network. In Ansan, only 10% of total participants interacted with their partners' partners. This might indicate that the more participants explored other options when they selected their collective action partners, the fewer interlocking relationships they had in the policy arena in Ansan city.

Table 6-5 Static Network Measures, Ansan City

| Network Measure | Value |
|---------------------------------------|--------------|
| Node Counts | 449 |
| Isolate Counts (% total nodes) | 33 (7.35) |
| Link Counts | 793 |
| Network Density | .007 |
| Network Fragmentation | .269 |
| Transitivity | .102 |

Table 6-6 documents the small-world proximity ratio of this static collective action structure, 93.36, which far exceeds the identified minimum thresholds for small-world classification. The results imply that this static collective action structure has the small-world network property, comparably higher clustering, and higher reachability among participants across the network than those of a random network with the same number of participants and links.

Table 6-6 Small World Ratio Calculation for Static Network, Ansan City

| Small World Measures | Value |
|----------------------------------|--------------|
| Clustering (Observed) | .333 |
| Distance(Observed) | 3.31 |
| Clustering (Random graph) | .005 |
| Distance (Random graph) | 4.64 |
| Clustering Ratio | 66.6 |
| Distance Ratio | .713 |
| Proximity Ratio | 93.36 |

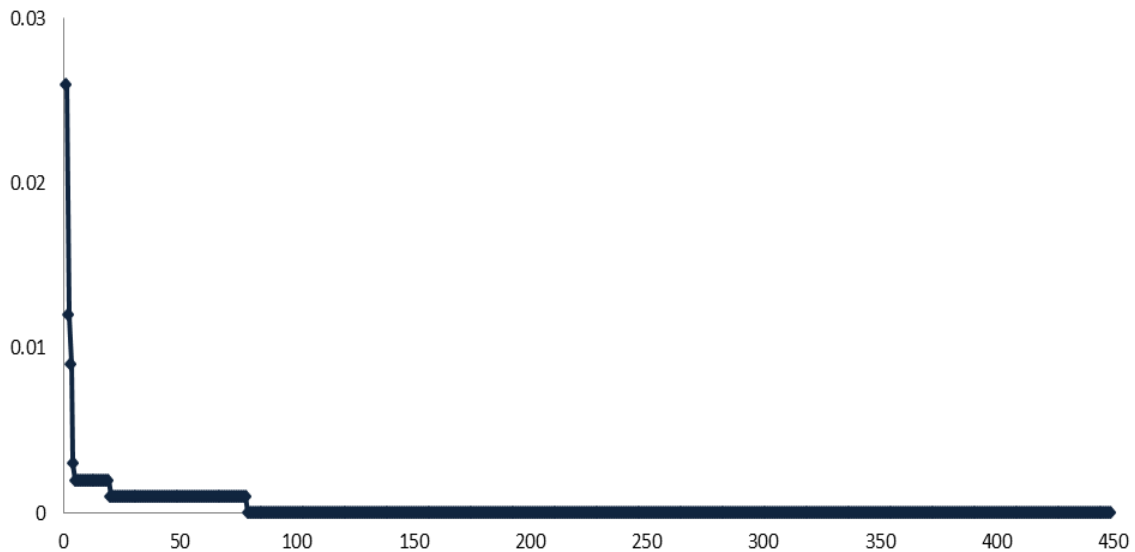


Figure 6-9 Scale-Free Analysis: Degree Centrality Distribution of Participants, Ansan City

Figure 6-9 indicates that the observed collective action structures also have the scale-free network property. The frequency distribution of degree centralities among participants follows the power law distribution. This indicates that the overall collective action structures are organized around a limited number of highly (inter)connected participants that reach out to other participants, and expand the boundaries of collective action structures in Ansan city.

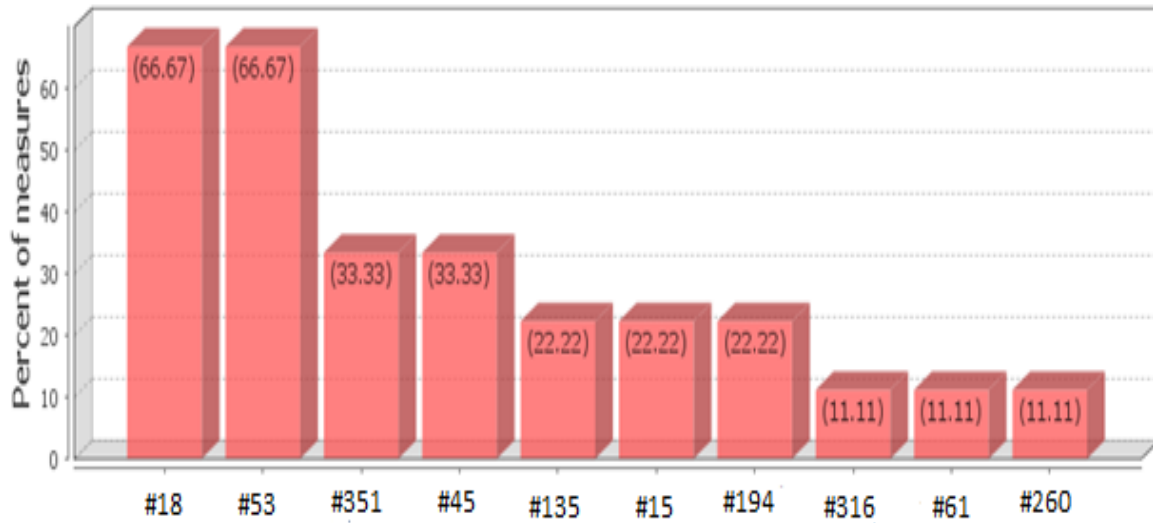


Figure 6-10 Central Participants at Aggregated Time Period, Ansan City⁵⁵

Figure 6-10 identifies the top ten central participants that have the most ability to manage or control the overall connections or information flows among participants in Ansan city. The first two organizations have the highest percentage measures, at over 66, for each of six different centrality measures of all of the central organizations in the Figure. The next five organizations have a moderate level of connections among these top ten central organizations. Among these top 10 structurally central participants, seven are public organizations from multiple jurisdictional levels, then two nonprofits at the city level, and one private organization at the national level.

⁵⁵ Since the key participants were selected as key informant of semi-structured interviews of this dissertation, in order to protect their confidentiality, I assigned numeric identifiers to those key actors of collective action networks identified in the city. Appendix 4 provides the list of all participants of the collective action network.

6.3.2 Dynamic Network Analysis

With respect to the possibility of short-term or widely separated interactions among participants over time, I conducted the same descriptive network analysis with the network at discrete time slices to identify dynamic changes in the structural complexity of collective action systems that emerged in Ansan city. The network measures documented in Table 6-7 indicate higher average density measures and network fragmentation measures than those calculated from the static network.

Table 6-7 Dynamic Network Measures, Ansan City

| Network Measure | 02' | 03' | 04' | 05' | 06' | 07' | 08' | 09' | 10' | 11' | 12' | 13' |
|------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Node Counts | 19 | 26 | 35 | 60 | 58 | 58 | 111 | 105 | 94 | 76 | 94 | 88 |
| Isolate Counts (%) | 2 (11) | 2 (8) | 5 (14) | 4 (7) | 5 (9) | 2 (3) | 14 (13) | 5 (4) | 8 (9) | 11 (14) | 7 (7) | 11 (13) |
| Link Counts | 16 | 22 | 38 | 66 | 74 | 60 | 190 | 103 | 106 | 68 | 89 | 86 |
| Network Density | .094 | .068 | .064 | .038 | .044 | .036 | .030 | .018 | .024 | .024 | .020 | .022 |
| Network Fragmentation | .205 | .286 | .531 | .360 | .468 | .342 | .641 | .566 | .444 | .513 | .706 | .699 |
| Distance | 1.58 | 1.55 | 2.57 | 1.85 | 2.91 | 1.89 | 3.41 | 3.39 | 2.37 | 1.98 | 2.46 | 2.82 |
| Transitivity | 0 | 0 | .238 | .063 | .205 | .086 | .410 | .027 | .116 | .096 | .113 | .087 |

Interestingly, in Ansan city, there was no noticeable change in the network measures after the policy interventions in 2008. Even if a large number of participants rushed into the contextual environment after the policy intervention, the percentage of isolates remained within the range of the percentage of the dynamic network before the policy intervention. As illustrated in Figure 6-11, the value of the density measure decreased over time, which is expected in a social system that expands in terms of population size. The average pattern of network fragmentation measures

also kept a constant rate of increase, even though the values fluctuated several times. Even though the patterns of network distance and transitivity showed a sharp increase between 2007 and 2008, soon afterwards, the rate fell back within the range observed from the dynamic network before the policy intervention.



Figure 6-11 Density (left) and Fragmentation (right) Measures of Ansan Dynamic Network

By reviewing the dynamic network maps, we can see the key impact of the policy intervention on the collective action systems, which were not identified by the network measures. It is clear that the network was organized around a limited number of central actors and maintained its shape, showing that network measures rarely moved out of the given range. However, the numeric values of network measures did not explain who was at the center of the collective action structure, who was at the peripheries, or when. Figure 6-12 contains the dynamic network maps representing the key information about changes in the central/peripheral

participants by coloring the nodes based on the different sector. Nonprofits were the initiators of the collective action systems. Before the policy intervention in 2008, nonprofits made up the majority of participants and were the main participants that reached out to other participating organizations. Over time, more public organizations began to join the collective action structure as well as the existing collective action structures organized by nonprofits. In 2006 and 2007, participants started mingling with more heterogeneous sectors and established a more complex inter-sector organizational collaboration structure. However, the structural complexity seems to have broken down after the policy intervention. With the introduction of the master plan, more public organizations overtook the key structural positions, and nonprofits became the periphery-homophily of the large component in 2008. Over time after the policy implementation, the tight local unions among nonprofits were broken, and they became marginalized in the main collective action structure as well as in the contextual environment. More private sector organizations emerged as well in the main collective action structure and established close interaction ties with the public organizations at the center. Then, in 2013, when the second master plan with updated public programs began to be implemented, the large component of the collective action structure was dominated by public organizations in terms of numbers and structural positions.

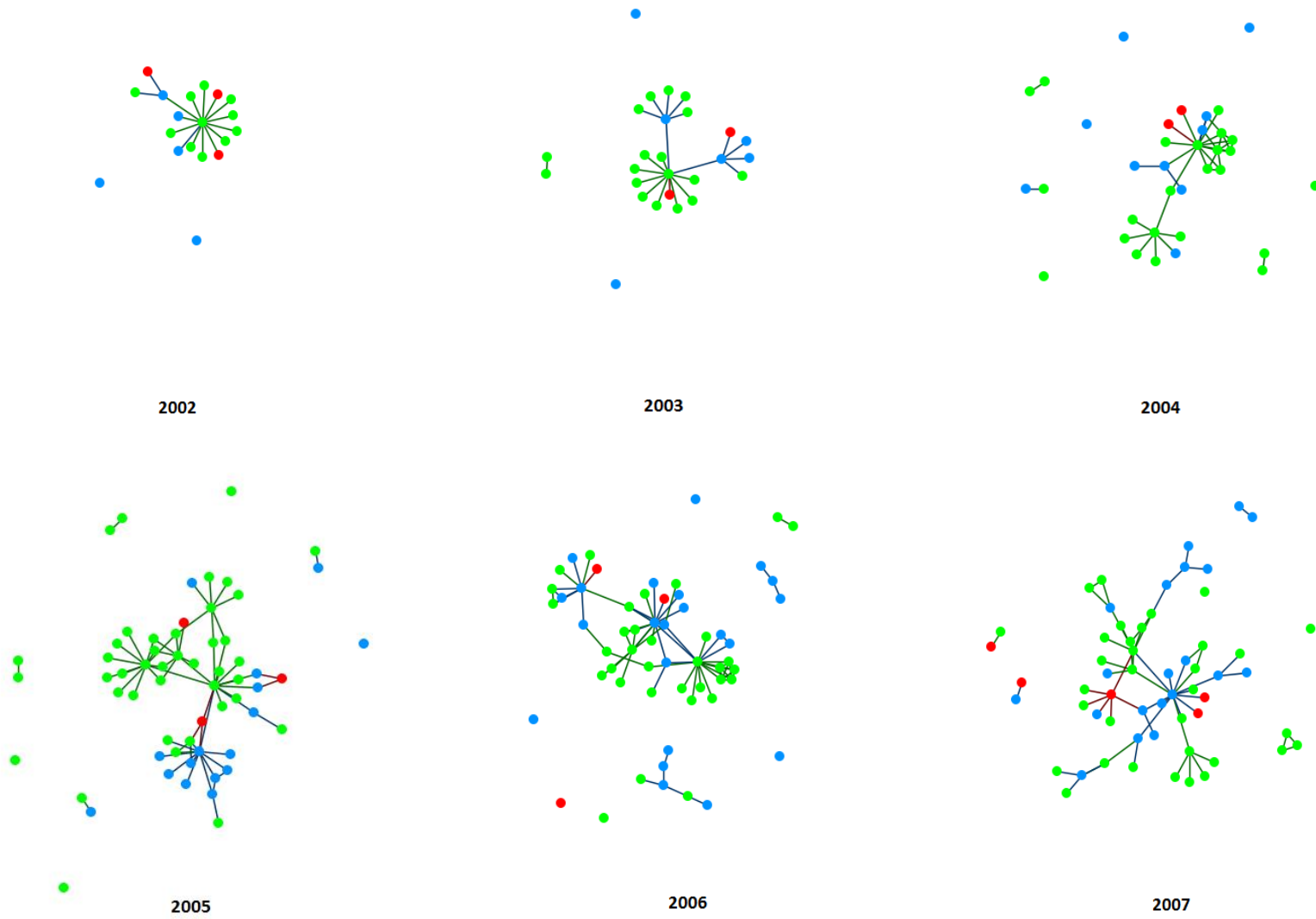


Figure 6-12 Ansan Dynamic Network, Colored by Sector (Green: Nonprofit, Blue: Public, Red: Private) (ORA)

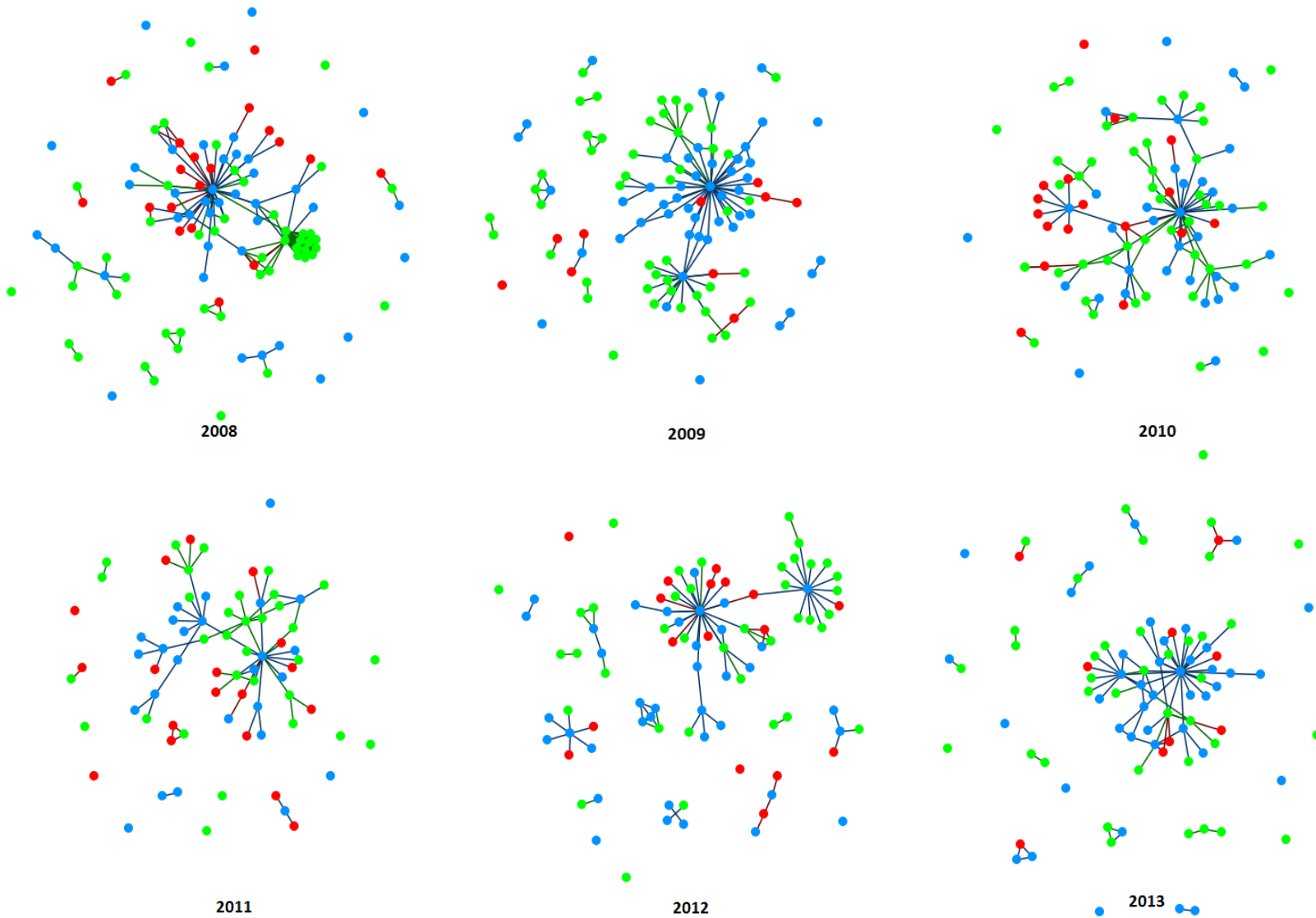


Figure 6-12 Ansan Dynamic Network, Colored by Sector (Green: Nonprofit, Blue: Public, Red: Private), (ORA), Continued

Table 6-8 Small World Ratio Calculation for Dynamic Network, Ansan City

| Small World Measures | 02' | 03' | 04' | 05' | 06' | 07' | 08' | 09' | 10' | 11' | 12' | 13' |
|----------------------------------|------|------|------|------|------|------|------|------|------|------|------|------|
| Clustering (Observed) | .000 | .000 | .095 | .044 | .143 | .063 | .169 | .085 | .187 | .056 | .075 | .094 |
| Distance(Observed) | 1.58 | 1.55 | 2.57 | 1.85 | 2.91 | 1.89 | 3.41 | 3.39 | 2.37 | 1.98 | 2.46 | 2.82 |
| Clustering (Random graph) | 0.46 | .015 | .030 | .005 | .019 | .004 | .012 | .010 | .007 | .009 | .016 | .007 |
| Distance (Random graph) | 2.00 | 2.49 | 3.38 | 4.05 | 4.32 | 3.52 | 7.19 | 3.70 | 5.74 | 2.72 | 2.75 | 2.95 |
| Clustering Ratio | .000 | .000 | 3.17 | 8.80 | 7.53 | 15.8 | 14.1 | 8.5 | 26.7 | 6.22 | 4.69 | 13.4 |
| Distance Ratio | .790 | .622 | .760 | .457 | .674 | .537 | .474 | .916 | .413 | .728 | .895 | .956 |
| Proximity Ratio | .000 | .000 | 4.17 | 19.3 | 11.2 | 29.3 | 29.7 | 9.28 | 64.7 | 8.55 | 5.24 | 14.0 |

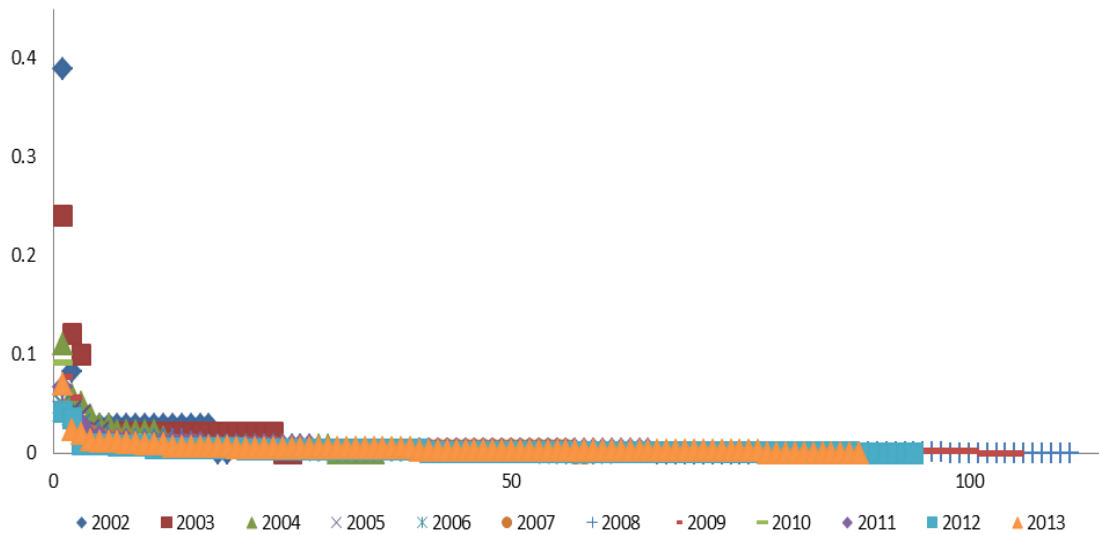


Figure 6-13 Dynamic Scale-Free Analysis, Ansan City

The results of small-world and scale-free tests presented in Table 6-8 and Figure 6.-13 indicate that the collective action systems of Ansan maintained both the small world network (except for the first three years) and scale-free network properties. This supports the view that collective

action systems in the city were organized around a limited number of highly clustered or connected participants.

Figure 6-14 supports the claim about the change in the central participants by sector. There was a major shift in the central participants after the policy intervention in 2008. Nonprofits maintained their structural positions before 2008. Then, after 2008, more public organizations became the central participants, and the proportion of nonprofits holding structurally central positions decreased after the policy. After the policy intervention in 2008, several structurally central private sector organizations were constantly observed in the collective action structures that emerged in the contextual environment.

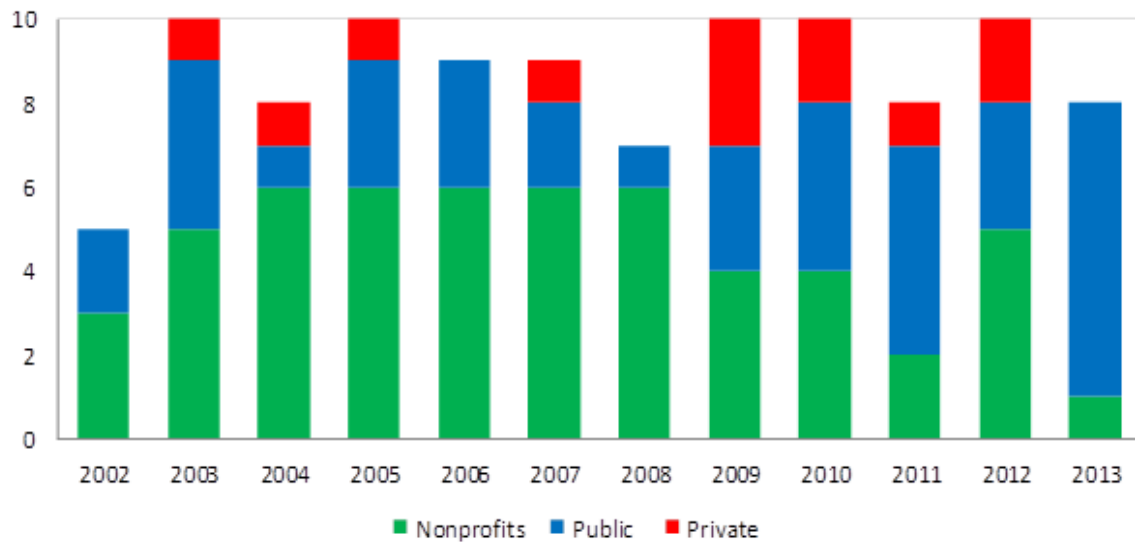


Figure 6-14 Central Participants by Sector and Year, Ansan City

6.4 COMPARISONS OF INTERACTION STRUCTURES

The analysis shows that both cases have similar structural patterns of collective action systems in immigration and multiculturalism policy and practice. First, with respect to the structural complexity of static networks that combine all the interaction links among participants over all-time slices, both cases contain huge components of collective action networks established by interactions among the majority of participants, several smaller-sized independent collective action networks, and isolated individual participants. The overall networks of participants are loosely connected to one another. In addition, small-world network and scale free-network properties were observed in the static networks of both cases. These findings indicate that the overall structural complexity of collective action systems in both cities is controlled by tightly-clustered systems among the limited numbers of central participants. Second, the results of dynamic network analyses of both cases demonstrate significant changes in the structure of collective action systems after the policy intervention in 2008. In particular, the dynamic network maps visualize the significant change in the composition of participants as well as the structural patterns of the very large component of the collective action network. In both cities, nonprofit organizations led the structural organization of the collective action structures before the policy intervention in 2008. However, after the policy intervention, nonprofits became marginalized in the large components of the collective action structure in both cities, and public organizations overtook the structurally central positions. The similarity of results from the two cases explains the impact of the master plan of immigration and multiculturalism policy after 2008 on the structural complexity, and dynamics of overall collective action systems that emerged in both cities.

There are also differences in the details of structural patterns between both cases. Regarding the results of static network analysis, the Incheon case shows much higher levels of isolate percentage, fragmentation, transitivity, and small-world proximity ratio than those of the Ansan case. With respect to the dynamic network analysis, the Incheon case shows a significant difference in the values of network measures before and after the policy intervention in 2008. In contrast, no significant changes in the values of network measures are observed in the Ansan case. The values of those network measures after policy interventions in 2008 mostly remained within the range of those observed before the policy interventions. The rate and direction of change in the values of network measures of overall collective action structures of Ansan remained more or less constant. The differences in the patterns of dynamic network measures indicate that the collective action system in Incheon metropolitan city was more sensitive to the policy intervention in 2008 than that of Ansan city.

6.5 SUMMARY AND CONCLUSION

This chapter examined the structural complexity, and dynamics of collective action systems that emerged in immigration and multiculturalism policy and practice. In particular, the patterns of interactions among the varied participants were analyzed. Findings demonstrate that overall, participants were loosely connected to other organizations within the contextual environment. Yet, at the core of the main collective action structure, limited numbers of participants were tightly interconnected to one another, and managed the overall collective action systems that operated in both cities. The dynamic network maps of both cities reveal the detailed impact of policy intervention since 2008 on the changes in structural patterns of overall collective action

systems. Differences in the patterns of dynamic network measures between the cases indicate that the collective action system of the Incheon case were more sensitive to the policy intervention after 2008 than that of Ansan city.

7.0 STRUCTURAL COMPLEXITY AND DYNAMICS (3):SELECTIONS AMONG THE PARTICIPANTS

The artist is the only one who knows that the world is a subjective creation, that there is a choice to be made, a selection of elements.

-Anaïs Nin, The Diary of Anaïs Nin, 1947-1955

In this chapter, I explore how the participants selected their interaction partners. Based on the network configurations identified in the previous chapter, I identify possible sets of antecedents of the collective interaction structures. Network data were used, and three different statistical models were built for inferential network analysis to investigate the impact of partner selections among participants within the observed collective action network structure. The results of this chapter respond to the research question 2-3: “What and how did those diverse participants select their collective action partners? Was there a significant change in the partner selection patterns before and after policy intervention? If so, how?”

The present chapter is structured as follows: I first briefly review the theories of partner selections of participants in social networks. Second, I discuss the details of methods, data transformation, models, and hypothesis used in this study. Third, the results of the analysis for each case are presented. Fourth, the results of each case are cross-compared. In the final section of this chapter, the results are summarized.

7.1 SELECTIONS, STRUCTURAL COMPLEXITY, AND DYNAMICS

Network structures change over time since participants continually update their action strategies about whether to interact with new/current partners within the contextual environment. Interactions among the participants do not randomly emerge or disappear. Yet, the formation or dissolution of social ties among participants is based on the selection of participants. Existing studies have identified several selection patterns that result in the formation and dissolution of ties among participants. These are path dependency, homophily, and social and structural influence. First, interactions between participants may occur based on their past relationships with others. Participants might continue relationships with others because they have already invested and built relationships with their partners. Second, participants select their partners because they have similar attributes (Robin et al. 2012). This is known as homophily. For example, nonprofit participants tend to interact more with nonprofits, and private organizations select other private organizations as their interaction partners. Third, relationships among participants could be built because certain attributes of participants are more attractive than others (Robin et al. 2012). For example, in my cases, organizations providing certain social services could be more active or popular than others. Fourth, formation or dissolution of interactions among participants could arise from their local structure (Wasserman & Robins 2012). Participants may: 1) build more reciprocal relationships, (i.e., reciprocity); 2) introduce their partners to one another (i.e., network clustering) (Davis 1970; Granovetter 1973); or 3) select partners with more ties with others (i.e., scale-free tendency) (Albert and Barabási 2002). In particular, Berardo and Scholz (2010) further explicate detailed conditions of structural influence on tie formation. In the case of stable conditions, participants with lesser ties tend to be attached with participants with more ties, since they expect efficiency in information or resource-

seeking through centralized ties. However, in more risky conditions, participants tend to maintain closed relationships.

7.2 STATISTICAL MODELS OF SELECTIONS AND NETWORK FORMATION

7.2.1 Methods for Statistical Inference with Network Data

Testing the behavioral tendencies in partner selection would contribute to the examination of the structural complexity and dynamics of collective action systems. Yet, the major difficulty in testing those relationships is that the observations of participants within a network are inherently interdependent with other observations of the network structure that those participants construct. The autocorrelations among the observations on participants violates the independence and distributional assumptions underpinning a standard statistical analysis. Accordingly, conducting a standard statistical analysis with network data would underestimate standard errors and hence provide biased results (Robins et al. 2012; Krackhardt 1988). Therefore, distinctive statistical methods that can fundamentally cope with the inherent interdependence among observations arising from network ties are needed to make valid statistical inferences with network data (Robins et al. 2012).

Currently, Quadratic Assignment Procedure (QAP) analysis, and Exponential Random Graph (P*) Modeling (ERGMs) are available for making statistical inferences with the given cross-sectional network data⁵⁶ of this study. Both methods use simulations to generate random

⁵⁶ There are methods for statistical analysis of longitudinal network data: These are stochastic actor-oriented models (Snijders 2001, 1996), and Separable temporal exponential random graph modeling (Krivitsky and Goodreau, 2014). However, the basic

data without network autocorrelations and test whether the autocorrelation embedded in the observed network data set is significantly different from the randomly generated data with no autocorrelation. Yet, each method has distinctive analytic strengths and weaknesses. Thus, with respect to the strengths and weaknesses of each method, the present study applied each method to test different antecedents of network formation or dissolution identified in the previous section.

First, the strength of QAP analysis is in testing associations between network matrices. QAP analysis provides the nondistributional bootstrapping method and generates many numbers of permuted network matrices that represent a dependent variable (Robins et al. 2012; Krackhardt 1988, 1987). The permutation process repeatedly reorders the labels of row and column nodes while retaining the given structural relationship. An example of the network permutation process of the QAP analysis is presented in Figure 7-1:

| | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | A | B | C | D | E | F | | B | D | C | A | F | E | | E | A | F | B | D | C | |
| A | 1 | 0 | 1 | 1 | 0 | 1 | → | B | 1 | 0 | 1 | 1 | 0 | → | E | 1 | 0 | 1 | 1 | 0 | 1 |
| B | 1 | 0 | 1 | 1 | 1 | 0 | | D | 1 | 0 | 1 | 1 | 1 | | A | 1 | 0 | 1 | 1 | 1 | 0 |
| C | 0 | 1 | 0 | 1 | 0 | 1 | | C | 0 | 1 | 0 | 1 | 0 | | F | 0 | 1 | 0 | 1 | 0 | 1 |
| D | 0 | 0 | 1 | 0 | 1 | 0 | | A | 0 | 0 | 1 | 0 | 1 | | B | 0 | 0 | 1 | 0 | 1 | 0 |
| E | 1 | 0 | 1 | 1 | 0 | 1 | | F | 1 | 0 | 1 | 1 | 0 | | D | 1 | 0 | 1 | 1 | 0 | 1 |
| F | 1 | 1 | 0 | 0 | 1 | 1 | | E | 1 | 1 | 0 | 0 | 1 | | C | 1 | 1 | 0 | 0 | 1 | 1 |

<original network matrix> <permuted network matrix1 > <permuted network matrix2 >

Figure 7-1 Permutation Process of the Quadratic Assignment Procedure

assumptions and binding conditions for the application of those methods do not fit the current binary and undirected network data sets. Thus, in the present study, I choose to adopt MRQAP and ERGMs, and conduct multiple cross sectional analyses with network data set with discrete time slices.

Then, the QAP analysis repeatedly calculates correlation coefficients based on the relationship between an observed independent network matrix and each permuted dependent network matrix and identifies the null distributions of non-association. If the correlation coefficient of observed data is located above 95% of the null distribution, then significant statistical association between the observed network-matrices can be inferred (Robins et al. 2012; Krackhardt 1988, 1987). The classic QAP analysis is limited for testing bivariate associations between two network matrices, and an extended version of QAP analysis, called Multiple Regression QAP (MRQAP) analysis is suitable for testing associations among multiple network matrices. In particular, MRQAP estimates coefficients using standard multiple regression techniques, but tests the significance of the coefficient based on QAP procedures on each individual variable. In this way, MRQAP supports the prediction of associations of given dependent variables with multiple network matrices represented as independent variables. Having multiple network matrices to identify path dependency and homophily⁵⁷, I therefore utilize MRQAP. More specifically, path dependency is examined through testing associations among collective action network matrices observed at 12 different yearly time slices. Homophily is identified by testing associations among homophily networks (observed through common attributes of participants) and dependent collective action network matrices.

Second, ERGMs are appropriate for estimating the impact of structural and social influence (Robins et al. 2012). ERGMs simultaneously cover multiple types of covariate data (not necessarily the network matrices). ERGMs use the statistics of the local structure ($g(y)$) or covariate nodal variables (X) of observed network (y) to model the random graph network (Y)

⁵⁷ Although Dekker et al. (2007, p. 580) claim the limitations of using MRQAP with binary network, represented as dependent variable, Robins et al. (2012) indicate that binary data can be utilized in MRQAP with appropriate caution.

with the possible numbers obtainable network (y) with a given number of nodes (n)⁵⁸. Following is the general form of ERGMs⁵⁹:

$$P_{\theta, y}(Y=y | X=x) = \frac{1}{K} \exp\{\sum \theta^T g(x) + \sum \theta^T g(y, X), y \in \mathcal{Y}\}$$

Then, ERGMs estimate parameters of observed data based on maximum likelihood criteria obtained through computer simulation procedures, i.e., Markov chain Monte Carlo maximum likelihood estimation (Snijders 2002). The appropriate level of significance is assigned based on the observed coefficient's location in the distribution, and the distribution of the estimated parameters of a random graph is evaluated. Due to the inherent inter-dependency among variables, the predictor/outcome variable distinction does not hold in ERGM for variables representing structural influence. Instead, the estimated parameters of structural influence are interpreted as the significance of tendency or prevalence toward observed network configuration compared to those expected from randomly simulated networks. However, in the case of exogenous variables, such as organizational attributes, the analogues of the linear models can be applied to interpret the exogenous effect on the overall network structure (Robins et al. 2012). With respect to the given characteristics of ERGMs, I use the models to measure the effect of organizational attributes on the tendency of network formation.

58 For a fixed n , \mathcal{Y} can be generated up to $N=2n(n-1)$

59 K is a normalizing constant which is generated over the entire graph space $g(\mathcal{Y})$, the general form of K is $\sum_{z \in \mathcal{Y}} (\exp \sum \theta^T g(z, X))$

7.2.2 Modeling Selection Tendencies in the Observed Network Formation in Two Cities

Relational data and attribute data collected by network coding was used to model the selection and network formation. **ORA**, a network analysis software (Carley, 2011) was used for MRQAP analysis, and **Statnet** suit of package(Handcock et al., 2003) situated in **R** programing language was used for ERGMs. In addition, MRQAP and ERGMs were conducted with static network data to estimate the complex selection tendency of overall network formation, as well as with 12 network data sets with discrete time slices to explore the dynamics in the complex selection patterns of network formation for each time slice.

Prior to conducting the analyses, some data transformation was performed. First, a full set of participants was loaded to relational network data observed by interactions among participants in different time slices. In other words, additional participants that were not observed in previous data were added as isolated participants of each time slice while the original interaction structures among previously existing participants were maintained. In this way, each of the newly generated data sets with discrete time slices contained the same sets of nodes: a total of 654 for Incheon case, and a total of 449 for Ansan case. Then, all of these collective action network data sets were transformed into $N \times N$ square adjacency matrix for MRQAP and ERGMs. Second, in order to estimate the degree of homophily using MRQAP, three attribute variables—sector, jurisdiction, and types of services—were transformed into an $N \times N$ square matrix equivalent to the format of the collective action network data. Through pairwise comparisons of participants' attributes, the value of vectors between two participants (i and j) were coded as 1 when those paired participants shared common organizational attributes; otherwise, the value was coded as 0. As a result, three different $N \times N$ homophily network predictors were generated.

| Node | Sect | Jurisd | Serv | | A | B | C | D | E | F | | A | B | C | D | E | F |
|------|------|--------|------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| A | NPO | DD | BU | A | 1 | 1 | 0 | 0 | 0 | 0 | A | 1 | 0 | 0 | 0 | 0 | 1 |
| B | NPO | DG | CI | B | 1 | 1 | 0 | 0 | 0 | 0 | B | 0 | 1 | 0 | 0 | 1 | 0 |
| C | PUB | CT | IL | C | 0 | 0 | 1 | 0 | 1 | 0 | C | 0 | 0 | 1 | 1 | 0 | 0 |
| D | PRI | CT | PUS | D | 0 | 0 | 0 | 1 | 0 | 1 | D | 0 | 0 | 1 | 1 | 0 | 0 |
| E | PUB | DG | PRS | E | 0 | 0 | 1 | 0 | 1 | 0 | E | 0 | 1 | 0 | 0 | 1 | 0 |
| F | PRI | DD | BU | F | 0 | 0 | 0 | 1 | 0 | 1 | F | 1 | 0 | 0 | 0 | 0 | 1 |

<Attribute data> <Sector homophily Matrix> <Jurisdiction homophily matrix>

Figure 7-2 Data Transformation Process from Attribute Data to Homophily Adjacency Network Matrix

MRQAP was first used to identify path-dependent correlations among collective action networks observed in different time slices. The linear model for square adjacency matrix data with k-1 time slices (X) is:

$$Y_k = \delta_0 + \delta_1 X_{k-1} + \delta_2 X_{k-2} + \dots + \delta_p X_{k-p} + \epsilon_t$$

Then, the test hypothesis of the first model was offered in reference to the results of descriptive dynamic network analysis conducted in the previous chapter.

MRQAP Path dependency Model

Hypothesis 1: A collective action network structure observed at K-1 time slice (X) will have a positive impact on the formation of the collective action network structure observed at K time slice (Y).

Hypothesis 2: A collective action network structure that emerged after the policy intervention in 2008 will tend to show significant positive path dependency on collective networks after 2008

and no significant or negative path dependency on the previous network structure that emerged in the pre-policy period.

Second, the MRQAP model to estimate homophily in network formation with square matrix data with 3 homophily (X) is:

$$Y_h = \delta_1 X_1 + \delta_2 X_2 + \delta_3 X_3 + \epsilon$$

Based on existing theories on the impact of homophily on the network formation, a general hypothesis for the second model is offered.

MRQAP Sector homophily model

Hypothesis1: Participants will be more likely to interact with other participants from the same sector (X1).

Hypothesis2: Participants will be more likely to interact with other participants from the same jurisdiction(X2).

Hypothesis 3: Participants will be more likely to interact with other participants providing the same social services to immigrants(X3).

Lastly, ERGMs are used to estimate the actual effect of exogenous organizational attributes: 3 sector variables (X), 7 jurisdiction variables (V), and 7 types of services (W) on the formation of observed collective action structures. A simplified version of the model is provided below:

$$Y_{\text{ergm}} = \delta_1 X_1 + \delta_2 X_2 + \delta_3 X_3 + \beta_1 V_1 + \beta_2 V_2 + \dots + \beta_7 V_7 + \sigma_1 W_1 + \sigma_2 W_2 + \dots + \sigma_7 W_7 + \epsilon$$

For the ERGMs, the following hypotheses are offered with respect to the patterns of structural complexity, and dynamics identified by system variation in chapter 5 and descriptive network analysis in chapter 6:

1 Sector (X_n)

Hypothesis 1-1: Participants from the nonprofit sector will have a positive impact on the collective action network formation.

Hypothesis 1-2: Participants from the public sector will have a positive impact on the collective action network formation (especially in the post-policy period).

Hypothesis 1-3: Participants from the private sector will have no significant impact on the collective action network formation.

2. Jurisdictions (V_n)

Hypothesis 2-1: Participants from the Dong level will have no significant impact on the collective action network formation.

Hypothesis 2-2: Participants from the Gu level will have a positive impact on the collective action network formation.

Hypothesis 2-3: Participants from the city level will have a positive impact on the collective action network formation.

Hypothesis 2-4: Participants from the other city will have no significant impact on the collective action network formation.

Hypothesis 2-5: Participants from the province level will have a positive impact on the collective action network formation.

Hypothesis 2-6: Participants from the national level will have a positive impact on the collective action network formation (especially in the post-policy period).

Hypothesis 2-7: Participants from the international level will have no significant impact on the collective action network formation.

3. Service Type (W_n)

Hypothesis3- 1: Participants whose identity is categorized as the business group will have a positive impact on the collective action network formation.

Hypothesis 3-2: Participants whose identity is categorized as the civic involvement group will have a positive impact on the collective action network formation.

Hypothesis 3-3: Participants whose identity is categorized as the culture/welfare supporting group will have a positive impact on the collective action network formation (especially in the post-policy period).

Hypothesis 3-4: Participants whose identity is categorized as the immigrant/foreign worker supporting group will have a positive impact on the collective action network formation.

Hypothesis 3-5: Participants whose identity is categorized as the professional service providing group will have a positive impact on the collective action network formation (especially in the post-policy period).

Hypothesis 3-6: Participants whose identity is categorized as the public service providing group will have a positive impact on the collective action network formation (especially in the post-policy period).

Hypothesis 3-7: Participants whose identity is categorized as the school and education group will have a positive impact on the collective action network formation (especially in the post-policy period).

7.3 SELECTION PATTERNS IN FORMATION OF COLLECTIVE ACTION NETWORK

This section presents the results of MRQAP analyses and ERGMs of each case. First, the results of Incheon case are presented in the next section, and then those of Ansan case are presented in the following section.

7.3.1 Incheon Metropolitan City

Table 7-1 displays the results of MRQAP. In general, the results suggest a strong prevalence of path dependent tendencies on network formation as well as shifts in the tendency of path dependence on previous networks after policy intervention. First, the results indicate that collective action network structures that emerged at a preceding (K-1) time slice have a

significant and positive impact on the formation of collective action networks observed at the subsequent (K) time slice, except in year 2003—collective action structure in 2002 did not have significant impact on that in 2003, and year 2006—collective action structure of 2005 had a significantly negative impact on that in 2006. Second, collective action networks that emerged after 2008 had significantly positive associations with collective networks that emerged in succeeding years, and negative associations their previous network structure emerged before 2008 with several exceptions. In particular, all collective action structures that emerged after the policy change, except the one in 2011, were positively related with the collective action structure of the year 2005. Collective action networks in 2010 and 2012 had positive associations with those which emerged in 2003. Interestingly, the very first network that emerged in 2002 was not associated with any other succeeding collective action network.

Table 7-1 Path-dependent Associations, Incheon Metropolitan City⁶⁰

| IV | K-time Slice MRQAP Models $\pm B(P\text{-value})$ | | | | | | | | | | |
|----------------------|---|-------------|-------------|--------------|--------------|--------------|-------------|--------------|--------------|--------------|-------------|
| | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| 2002 | .000 | .000 *** | .000 ** | .000 * | .000 * | .000 | .000 | .000 | .000 | .000 | .000 |
| 2003 | | .038 ** | -.006 ** | .013 * | .009 ** | -.003 ** | -.001 ** | .010 *** | .001 * | .016 ** | -.002 ** |
| 2004 | | | .147 *** | .040 *** | -.009 *** | -.009 *** | -.007 ** | -.011 *** | -.006 *** | -.000 | -.006 ** |
| 2005 | | | | -.006 *** | .001 ** | .032 *** | .041 *** | .052 *** | .033 *** | -.006 *** | .043 *** |
| 2006 | | | | | .208 *** | .108 *** | .031 *** | .009 ** | -.007 *** | -.002 * | -.002 ** |
| 2007 | | | | | | .107 *** | .025 *** | .007 ** | -.006 *** | -.001 * | -.002 * |
| 2008 | | | | | | | .029 *** | .047 *** | .013 *** | .001 | .012 *** |
| 2009 | | | | | | | | .183 *** | .095 *** | .017 ** | .001 * |
| 2010 | | | | | | | | | .097 *** | .030 *** | .043 *** |
| 2011 | | | | | | | | | | .074 *** | .035 *** |
| 2012 | | | | | | | | | | | .103 *** |
| R² | .000 | .0015 | .0236. | .0017 | .0432 | .0293 | .0050 | .0407 | .0238 | .0078 | .0173 |

The results of MRQAP analysis for homophily network association shown in Table 7-2 indicate that participants who shared organizational attributes tended to be tied together and contributed to the formation of the ‘All-Time’ collective action network structure. However, the results from models of each time slice suggest that jurisdictional homophily and service types homophily had a significant positive impact on the formation of collective action network throughout the observational period. Even if the sector homophily was significantly effective for only one third of 12 time-slices, it still carried a positive coefficient for most of the time.

60 ***= $P \leq 0.001$, **= $P \leq 0.01$, *= $P \leq 0.05$. Negative or 0 coefficients (both significant and insignificant) are identified by grey color. Same rules are applied in all the following tables documenting results.

Table 7-2 Homophily Network Associations, Incheon Metropolitan City

| IVs | K-time Slice MRQAP Models $\pm B(P\text{-value})$ | | | | | | | | | | | | |
|----------------|---|-------------|------------|-----------|-------------|-------------|-------------|-------------|-------------|-----------|-------------|-------------|-------------|
| | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | All Time |
| SEC | .001 | .004 ** | .000 | .002 | .006 | .005 ** | -.001 * | .002 | .005 ** | .002 | .002 | .000 | .008 *** |
| T. | .002 | .005 ** | .003 * | .003 * | .012 *** | .013 *** | -.001 | .007 *** | .012 *** | .004 * | .009 *** | .013 *** | .023 *** |
| JUR | .002 | .007 *** | .004 ** | .004 * | .006 ** | .008 *** | .002 *** | .010 *** | .009 *** | .003 * | .000 | .009 *** | .022 *** |
| IS. | | | | | | | | | | | | | |
| SER | | | | | | | | | | | | | |
| R ² | .000 | .0001 | .0001 | .0001 | .0002 | .0003 | .0001 | .0002 | .0003 | .0001 | .0001 | .0003 | .0013 |

The results of the ERGMs, documented in Table 7-3 indicate the importance of organizational attributes in tie formation of collective action networks. First, as hypothesized for the sector attributes, the public sector had a significant positive impact on the formation of network ties, and the private sector had no significant effect on network tie formation in the ‘All-Time’ combined network. The nonprofit sector carried a positive coefficient even if the effect was not statistically significant. Second, in the case of jurisdictional attributes of participants, participants from the Gu-, city-, province-, and national-level were prevalent toward the network tie formation. Yet, participants from the Dong-, the smallest jurisdiction, level for public administration, were significantly uncommon in the overall network tie formation processes in the ‘All-Time’ static network.

Table 7-3 ERGMs on Organizational Attributes, Incheon Metropolitan City

| IVs | ERGMs | | | | | | | | | | | | All Time |
|----------------------|-------|--------------|--------------|------------------|------------------|------------------|------------------|------------------|--------------|------------------|--------------|--------------|--------------|
| | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | |
| SECTORS | | | | | | | | | | | | | |
| NP | 18.4 | .781 | -.650 | .368 | .180 | .523 * | .427 *** | - .207 | .406 * | - .188 | .008 | .080 | .145 |
| PU | | .817 | -14.3 | - .397 | - .964 | .521 | .285 | .780 ** | .557 * | .652 ** | 1.19 *** | .687 * | .491 *** |
| PR | | -.210 | | | - .556 | - .753 | .327 | | | - .558 | -.028 | -.313 | -.304 |
| JURISDICTIONS | | | | | | | | | | | | | |
| DD | | | | | | - 1.42 | - 2.45 * | | | -.101 | - .987 | | -1.36 *** |
| DG | | .378 | .649 | .849 | - .930 | - 1.42 | .886 *** | .115 | .766 ** | .634 * | .507 | .831 * | .534 *** |
| CT | 18.5 | 1.62 *** | 1.65 * | 1.12 * | 1.59 *** | 1.80 *** | .710 *** | 1.33 *** | 1.38 *** | .268 | 1.55 *** | 1.76 *** | 1.02 *** |
| CO | | | | | | | | | | | | | |
| PR | | | | | | 3.60 *** | | | 2.98 ** | | | | 1.96 ** |
| NT | | 1.27 | | | | 1.58 *** | - .219 | .626 | .005 | 1.18 *** | -.240 | 1.23 * | .663 *** |
| INT | | | | | | | | | | | | | |
| SERVICE TYPES | | | | | | | | | | | | | |
| BU | | | | | | | - 1.16 | | | 1.04 | | -.019 | -0.344 |
| CI | | | | 1.44 | | | | 1.31 * | .559 | - .292 | .171 | 1.47 ** | .271 |
| CW | | | | | .414 | .976 ** | 1.48 *** | 1.11 *** | .148 | - .046 | .353 | 1.75 *** | .964 *** |
| IL | | 1.82 ** | 2.49 | 2.44 ** | 2.49 *** | 2.08 *** | 2.87 *** | 1.37 * | 1.86 *** | .935 | | | 2.06 *** |
| PRS | | .473 | | .391 | - 1.42 | - 1.02 | .600 * | .645 | .745 ** | - .890 | .648 | .042 | .426 ** |
| PS | | 3.49 *** | 17.0 | 2.28 * | 1.90 * | 1.06 * | .478 | 1.21 *** | .980 ** | .408 | --1.20 | .377 | .796 *** |
| SE | | | | | 1.36 | 1.75 *** | 1.57 *** | 2.14 *** | 1.03 * | 1.26 *** | .372 | .778 | 1.32 *** |
| INTERCEPT | | | | | | | | | | | | | |
| Edges | -45.9 | -9.98 *** | -10.4 *** | - 9.87 *** | - 8.29 *** | - 8.37 *** | - 7.13 *** | - 8.08 *** | -7.71 *** | - 7.42 *** | -8.39 *** | -8.52 *** | -5.83 *** |

In addition, as expected due to the comparatively small number of observations, the effect of participants from the other city-level and international-level were not estimated. Third,

with respect to the focal service type, except for the ‘business service’ and the ‘civic involvement’ groups, all other service types of participants were significantly prevalent in the processes of the network tie formation.

Even if most test hypotheses are accepted at the ‘All-Time’ static network, the results of ERGMs of discrete time slices varied across the diverse organizational attributes. First, for the sector attributes, nonprofits had a significantly positive coefficient only in 2007 and 2008. Public sector participants became significantly prevalent after 2009. The private sector carried a negative coefficient throughout the period except in 2008 but never played a significant role in the network formation in any time slice. For jurisdictional attributes, participants from the city level carried a positive coefficient throughout the period, and all effects were significant except in 2002 and 2011. Participants from the Gu-, province-, and national-level showed their prevalence several times, mostly around and after 2008. With regard to the service type, even if the majority of significantly positive effects of service types emerged around and after 2008, the roles of the ‘immigration/labor’ organizations were important before and around the policy intervention in 2008.

7.3.2 Ansan City

Table 7-4 displays the results of MRQAP analysis estimating the tendency of path-dependency. The results support hypothesis1 by demonstrating a strong prevalence of path dependence in Ansan city. In particular, not only all of the k-1 network structures, but also most of the preceding network structures displayed significant impact on the network structure that emerged in any K time slice.

Table 7-4 Path-dependent Associations, Ansan City

| IV | K-time Slice MRQAP MODELS $\pm B(P\text{-value})$ | | | | | | | | | | |
|----------------------|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| 200 | .213 | .069 | .106 | .020 | .024 | .015 | .011 | .018 | .062 | -0.13 | .010 |
| 2 | *** | *** | *** | ** | ** | * | * | ** | *** | *** | *** |
| 200 | | .054 | .050 | -.014 | -.012 | -.005 | -.010 | -.005 | -.012 | .003 | .002 |
| 3 | | *** | *** | *** | *** | ** | *** | ** | *** | * | * |
| 200 | | | .088 | .071 | .011 | -.006 | .040 | .005 | -.006 | -.009 | -.005 |
| 4 | | | *** | *** | * | *** | ** | ** | *** | *** | *** |
| 200 | | | | .050 | .077 | .019 | .059 | .006 | -.015 | -.002 | .005 |
| 5 | | | | *** | *** | *** | *** | | *** | | |
| 200 | | | | | .009 | .015 | .001 | .007 | -.003 | .022 | .021 |
| 6 | | | | | * | * | * | | ** | ** | *** |
| 200 | | | | | | .075 | .104 | .027 | .036 | .027 | .004 |
| 7 | | | | | | *** | *** | *** | *** | ** | |
| 200 | | | | | | | .087 | .047 | .043 | .099 | .065 |
| 8 | | | | | | | *** | *** | *** | *** | *** |
| 200 | | | | | | | | .159 | .044 | .128 | .071 |
| 9 | | | | | | | | *** | *** | *** | *** |
| 201 | | | | | | | | | .047 | .040 | .003 |
| 0 | | | | | | | | | *** | *** | |
| 201 | | | | | | | | | | .089 | .089 |
| 1 | | | | | | | | | | *** | *** |
| 201 | | | | | | | | | | | .102 |
| 2 | | | | | | | | | | | *** |
| R² | .0454 | .0093 | .0259 | .0089 | .0073 | .0068 | .0272 | .0321 | .0132 | .0458 | .0366 |

The results also support the stronger path dependency among networks that emerged before the policy intervention in 2008 and among networks that emerged after the policy. All the preceding network structures that emerged before 2008 carried significantly positive associations with any of their succeeding network structures that emerged before 2008, with the exception of the negative impact of the 2003 network structure on the 2006 and 2007 network structures. In addition, all the preceding network structures that emerged after 2008 were positively associated

with the networks that emerged in any succeeding years, and the effects were significant except for that of the 2010 network structure on the 2013 network structure.

Table 7-5 Homophily Network Associations, Ansan City

| IVs | K-time Slice MRQAP Models $\pm B(P\text{-value})$ | | | | | | | | | | | | |
|----------------------|---|-------------|-------------|-------------|-----------|-------------|-------------|-------------|-------------|-------------|------------|-------------|-------------|
| | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | All Time |
| SEC | .000 ** | -.002 | .008 | .009 * | .008 * | .000 | .016 ** | .006 | .013 *** | -.003 | -.006 | -.003 | .010 |
| T. | .009 | .013 ** | .009 * | .014 ** | .010 * | .017 ** | .017 ** | -.002 | -.006 | -.005 | .003 | .010 * | .024 *** |
| JUR | .012 * | .018 *** | .019 *** | .018 *** | .006 | .015 *** | .013 *** | .015 *** | .019 *** | .018 *** | .008 ** | .014 *** | .038 *** |
| IS. | | | | | | | | | | | | | |
| SER | | | | | | | | | | | | | |
| R² | .0002 | .0004 | .0006 | .0007 | .0002 | .0006 | .0009 | .0002 | .004 | .0003 | .0001 | .0003 | .0025 |

Table 7.5 demonstrates that participants who share the same jurisdiction or service type attributes tended to be tied together within the ‘All-Time’ aggregated static network. Yet, the results from discrete time slices indicate that the jurisdiction homophily effect was only prevalent in the network tie formation before, and during the year of, the policy intervention in 2008, while service type homophily was positive and significant throughout the period. Sector homophily had a significant positive impact on tie formation within collective action networks that emerged in 2005, 2006, 2008, and 2010, and carried either insignificant non-effect (zero coefficients) or non-significant negative coefficients for the other time slices.

The results of the ERGMs documented in Table 7.6 support the important role of organizational attributes in the tie formation of the ‘All-Time’, static network in Ansan, but the size and significance of the effect varied across different organizational attributes as well as different time slices.

Table 7-6 ERGMs on Organizational Attributes, Ansan City

| IVs | Monte Carlo MLE Results | | | | | | | | | | | | |
|----------------------|-------------------------|--------------|--------------|-------------|--------------------|-------------|-------------|-------------|--------------|-------------|--------------|--------------|--------------|
| | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | All Time |
| SECTOR | | | | | | | | | | | | | |
| NP | -0.466 | -0.987 | .903 * | .529 | .317 | - | .680 *** | - | -.841 ** | - | -2.03 *** | -1.96 *** | -.067 |
| PU | | -13.9 | -13.6 | 1.29 ** | 1.40 *** | .432 | .983 *** | 1.79 *** | -.388 | .913 * | 1.37 *** | 1.22 *** | 1.01 *** |
| PR | | | | | | | | -.750 | | 1.39 | | | -2.81 *** |
| JURISDICTIONS | | | | | | | | | | | | | |
| DD | | | | 1.99 | | | .593 | | | -.200 | 1.91 ** | .387 | .637 |
| DG | | | | | | | | | | | 2.57 * | 3.80 *** | 2.22 *** |
| CT | 1.20 * | 1.80 *** | .640 | 1.19 *** | .940 *** | 1.75 *** | .865 *** | .272 | -.261 | -.202 | .285 | 1.08 *** | .717 *** |
| CO | | | | | | | | | | | | | |
| PR | | | | | | | | | | | | 1.74 * | -4.99 |
| NT | | | 1.11 | | - | | .178 | - | -.520 | - | .439 | -1.18 | -1.35 |
| INT | | | | | .889 2.97 ** | | | .119 | | .768 | | | .145 |
| SERVICE TYPES | | | | | | | | | | | | | |
| BU | | | | | | | | .081 | 2.72 *** | 1.49 | | | 1.26 *** |
| CI | | | | | | 1.56 * | - | 1.49 * | | | 2.54 *** | 2.95 *** | .668 ** |
| CW | | | .328 | 1.18 * | .743 | .043 | .260 | .372 | 1.68 *** | | -5.42 | .343 | .556 ** |
| IL | 3.13 *** | 3.45 *** | 2.61 *** | 2.15 *** | 1.38 *** | 1.43 ** | 1.40 *** | - | .691 | 1.19 | .547 | .370 | 1.59 *** |
| PRS | | 1.11 | | - | | .860 | - | 1.65 | .358 | 2.14 *** | 1.91 *** | -5.20 | .393 |
| PS | | 16.3 | 16.3 | .913 | - | 2.24 *** | .837 * | .919 ** | 1.93 *** | .865 | -2.81 | 1.21 ** | .794 *** |
| SE | | | | | 1.54 * | | .069 | | | 2.76 *** | | 1.56 * | .883 ** |
| INTERCEPT | | | | | | | | | | | | | |
| Edges | -9.52 *** | -9.68 *** | -9.11 *** | - | - | - | - | - | -6.81 *** | - | -7.26 ** | -7.61 *** | -5.45 *** |

First, among the sector attributes, the public sector had a positive effect on collective action tie formation in the ‘All-Time’ network, and eight discrete time slices. The effect is

statistically significant in seven different time slices—five out of seven were after the policy time slice. Contrary to expectations, nonprofits had a statistically significant positive effect on network tie formation only in 2004 and 2008, and carried a significantly negative coefficient or insignificant coefficient for the remaining of the years. In addition, the private sector was significantly uncommon in the tie formation processes within the all-time collective action network and had no significant association in discrete time slices.

Second, with respect to the impact of jurisdiction attributes, only the city- and Gu-level participants were prevalent in the tie formation of collective action networks in the ‘All-Time’ static network. In particular, except for 2010 and 2011, participants from city-level jurisdiction carried a positive coefficient, and most of the effects were significant before the policy intervention. Regardless of the positive association with the tie formation of the ‘All-Time’ collective action network, the positive coefficient of the Gu-level participants was identified only in 2012 and 2013. Other jurisdictional attributes were mostly irrelevant to the overall tie formations of collective action in discrete time slices, except for one significantly positive effect. In addition, the domination of participants from the city-level or national-level contributed to the lack of estimation of the coefficient parameters for many other jurisdictional attributes.

Third, the results indicate that service-type attributes played an important role in the formation of collective action networks in Ansan. ERGMs estimated a positive coefficient for all 7 service-type attributes and demonstrated that the effects were significant in 6 service types in the ‘All-Time’, static network. In particular, in each time slice indicates that immigration/labor service providing participants were significantly prevalent in the network tie formation process from 2002 to 2008. However, after policy intervention in 2008, the group had no significant impact on the tie formation within the collective action system. Instead public-service-providing

participants took over the positive impact (5 significant) for 6 time slices after policy intervention in 2008, except a statistically insignificant coefficient in 2012. Meanwhile, other service providing groups, except immigrant/labor or public services, had some positive effects on the network tie formation within collective action networks after policy intervention in 2008, at least once.

7.4 CROSS COMPARISONS BETWEEN CASES

The results of each case commonly indicate that the collective action structures were shaped and reshaped by various selection tendencies among the participants. Those are path dependency, homophily, and social influence. First, the results of testing path dependency models suggest that the structures of collective action networks in both cities evolved based on their previous collective action network structures. This indicates that the development of the collective action structures were incremental processes and then abrupt emergences. In both cities, participants referred to what was there before in terms of collective action ties and structures, and constructed their collective action structure at the next phase accordingly. Yet, the patterns of significance and the size of path dependency emerging from discrete time slice models also provide evidence for the inference about the adaptation of collective action systems. Even if participants adopted previously developed ties and maintained the relationships for some time, they made their own selections and established unique collective action network structures as they learned through their own processes. Second, the test results of the homophily model generally suggest that participants tended to be connected to the ones that shared the same organizational attributes. In particular, the tendencies were strong among those from the same jurisdiction level and among

those who provided similar types of services to immigrants. Considering that actual collective action systems are located at the city level, it is understandable that the participants are organized around their geographic locations. In addition, with respect to the special functions and required skills and techniques of the service arena, collaboration among participants with a certain level of understanding of specific service types would have been much easier in the given contextual environment. The weak impact of the sector homophily on network formation indicates that collective action networks in both cities are not a simply organized system directed or dominated by a certain sector. Instead, those collective action networks have been systems of systems including diverse participants with varied motives, perspectives, and goals of composing the contextual environment. In addition, due to the entangled characteristics of both social or policy issues emerging from the contextual environment, participants from diverse sectors have to collaborate with one another. Third, the results of both cases support the important role of organizational attributes on network tie formation within collective action systems. Even if the size and significance of each variable varies, most test hypotheses were supported. In addition, patterns of change in significance and the size of the coefficient of variables provide additional support and evidence to inferences made by the analysis on structural complexity and dynamics in the previous chapter. In particular, the prevalence of diverse organizational attributes toward collective action network tie formation processes after the policy interventions in 2008 indicates the expansion of the collective action systems in both cases. Yet, it is surprising that nonprofits have rarely played significant roles in the process of collective action tie formation processes in both cities.

While the overall tendency of selection among participants in both cities was more or less similar in general, each city also shows its own distinctive patterns. First, with respect to the

effect of path dependency, Ansan shows much stronger path dependent characteristics than Incheon. In particular, in Ansan, the local collective action structure that emerged in 2002 was the base of all the succeeding collective action structures throughout the period with only one exception. In contrast, the very first collective action structure did not have any significant effect on any of the subsequent collective action structures. In addition, the negative correlation between collective action that emerged in the pre-policy period and those of the post-policy period were comparatively stronger in Incheon than in Ansan. This supports the claims made in the previous chapters about Incheon city's strong dependency on the changes in national policies and the patterns of development of the contextual environment. Second, the selections based on homophily were more prevalent in Incheon than in Ansan. Especially in Incheon, both jurisdiction- and service-type homophily had a significantly positive impact on network formation throughout the period with only one exception each. In addition, sector homophily carried positive though not significant coefficients most of the time. Yet, in Ansan, only the service-type homophily was consistently effective in network formation throughout the period. The impact of jurisdiction homophily was significantly strong only before the policy interventions, and sector homophily carried a more negative coefficient. Lastly, with regard to the impact of organizational attributes, the shifts in prevalent organizational attributes before and after the policy were more distinctive in Ansan city than in Incheon. Especially in Ansan, the participants from the city and participants that provided immigration and labor services played important roles in network formation before the policy, but their presence became insignificant after the policy. In contrast, participants from the city-level were consistently effective in network tie formation in Incheon. In addition, the significant impact of service-type attributes were more or less concentrated from 2006-2009.

The cross-comparison identified both common and distinctive patterns of selection among participants in terms of their impact on the tie formation among diverse participants within collective action systems. The results provide strong inferences about the system-level conditions or antecedents of collective action structure.

7.5 SUMMARY AND CONCLUSION

This chapter details and concludes the investigation focusing on the structural complexity, and dynamics of collective action systems that have emerged in immigration and multiculturalism policy and practice. In particular, using statistical modeling techniques exclusively designed for the analysis of network data, partner selections and the impact of selections on the tie formation of collective action network structures were analyzed. Findings demonstrate that in both cities, network tie formation processes were commonly affected by: 1) path-dependency, i.e., partner selection tendencies based on previous experiences; 2) homophily association, i.e., the tendency to interact with those with the same organizational attributes; 3) organizational attributes, i.e., selection based on considerations of exogenous factors. Minimal differences were observed between the cases, such as stronger path dependent selections in tie formation processes of Ansan and the prevalence of homophily-based selections in Incheon.

8.0 PROCEDURAL COMPLEXITY AND DYNAMICS: MESO-LEVEL SOCIAL ORDERS OF COLLECTIVE ACTION SYSTEMS

Society does not consist of individuals, but expresses the sum of interrelations, the relations within which these individuals stand

-K. Marx, The Grundrisse, 1857-1858

In preceding chapters, I explored details of collective action systems. From the analysis of contextual environment (ch.4), I identified the macro-contextual conditions that might have attracted, facilitated, regulated, permitted, or prohibited collective action systems. From the analysis of structural complexity and dynamics, I have identified patterns of collective action situations, i.e., variations in field participants (ch.5), structural configurations (ch.6), and prevalent tendencies toward the tie formation among diverse participants (ch.7).

In this chapter, I focus on explaining the processes of emergence and change in collective action systems in Incheon and Ansan, S. Korea. In particular, I apply the theory of fields (Fligstein and McAdam, 2011, 2012), using qualitative data from semi-structured interviews and supplementary documents⁶¹. Findings address research question 3: “How did diverse participants make sense of the contextual environment, and construct and reconstruct their collective action systems over time? Was there a significant change in the process before and after policy intervention? If so, in what ways?”

⁶¹ Types of supplementary documents are listed in Ch3.

The chapter is structured as follows. First, I briefly discuss how to utilize the field theory in this chapter. Second, I present findings from the analysis of each case. Third, by comparing findings, I identify common paths of procedural complexity and dynamics of overall collective action systems.

8.1 MESO-LEVEL SOCIAL ORDERS, PROCEDURAL COMPLEXITY, AND DYNAMICS OF COLLECTIVE ACTION SYSTEMS

The theory of fields approaches procedural complexity and dynamics of collective action systems by explaining how strategic action fields, ‘meso-level social orders’, emerge, settle, transform, or disappear in interdependently evolving macro-contextual and micro-situational conditions (Fligstein and McAdam, 2011, 2012)⁶². Based on the main propositions of the theory of fields⁶³, I traced the processes of emergence and change in fields in chronological order with an eye to roles and effects of social skills, and intra/inter-field power relations in those processes. First, with respect to social skills explained in Fligstein and McAdam (2011; 2012), I explored how the field participants utilized their social skills—social, physical, and cultural capital—in order to establish relationships with other organizations within and between fields, and to develop strategic action fields or interfield relations over time (Fligstein and McAdam, 2011, 2012). Second, I traced how power relations within and between fields changed in response to interdependently evolving macro-contexts and micro-situations over time. I focused on describing the emergence and change in field relations, particularly those between the local state

62 Following Fligstein and McAdam(2011, 2012) , the main terms, ‘strategic action fields’ and ‘meso-level social orders’ are used in interchangeable manner in this study

63 More information about theory of fields can be found in Ch2.

field (organized and managed by public sector organizations), and the local non-state field (organized and coordinated by local nonprofits). While describing emergence and change in state and non-state field relationships, I also documented the roles and impact on the field relationships of policy intervention decided by the national government and implemented through the structure and processes of local public organizations. Figure 8-1 represents how the field theory approaches complex and dynamic processes of collective action.

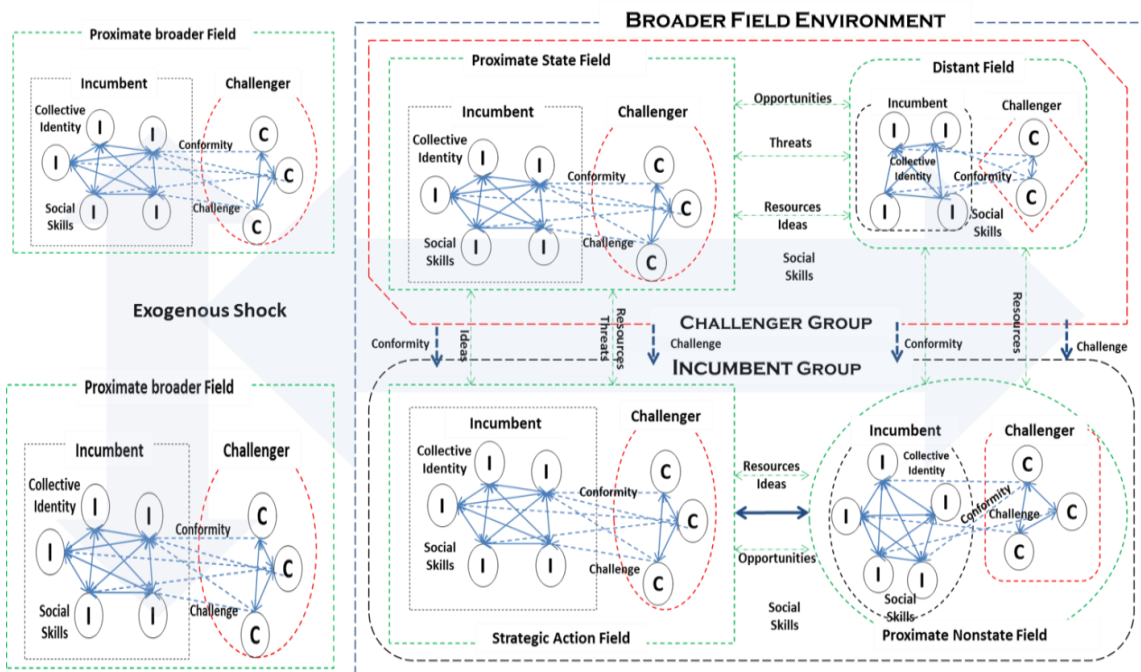


Figure 8-1 Visualization of Procedural Complexity and Dynamics of Collective Action System

In order to describe how and why strategic action fields and inter-field relationships emerged and transformed overall collective action systems in immigration and multiculturalism policy and practice, qualitative data from semi-structured interviews and documentation review were

utilized. In addition, qualitative Bayesian network models were developed to illustrate the processes.

8.2 MESO-LEVEL SOCIAL ORDERS, INCHEON

8.2.1 Before Immigration and Multiculturalism Policy

8.2.1.1 2000-2002: Emergence of non-state strategic action fields responding to the rising issue of human and labor rights of immigrant workers

In the early-2000s, similar to other industrialized cities in South Korea, the issue of exploitation of undocumented foreign workers emerged in Incheon metropolitan city. In response to the rising problems, local organizations—mostly faith-based or human rights-defending nonprofits—participated in immigration and multiculturalism activities in order to promote the rights of local foreign migrant workers. In the process, they either established egocentric strategic action fields or attracted distant fields into their action arena.

Among those local nonprofits, faith-based organizations focused on the provision of social services—such as language training, legal services, health services, site visit education, and job consultation—as a means of promoting the human and labor rights of local foreign workers. With limited organizational capacity, these faith-based nonprofits sought support from outside organizations that could provide necessary social services to the target immigrants. Since these services were the means to achieve their main goals, these faith-based nonprofits strategically approached many outside organizations by emphasizing the values of their professional skills and techniques in the given arena. Therefore, regardless of the lack of

consensual understanding or orientation towards immigrants, these local faith-based nonprofits were able to establish their egocentric strategic action fields with those professional organizations and to provide social services to local foreign migrant workers.

Meanwhile, many immigrant labor-rights-defending nonprofits worried that the lack of proper institutional measures were the most fundamental problems in the situation. This approach emphasized a highly consensual understanding of immigrant labor rights rather than the skills or techniques necessary to provide social services. Thus, these nonprofits approached existing labor union fields that shared a common value and definition of labor, and induced their collaboration by illuminating the aspects of the labor and human rights of the local immigrants.

Even if multiple and various fields were organized, these initial strategic action fields were highly contingent upon internal situations or issues of the pioneering nonprofits and sensitive to exogenous shocks. At the time, the majority of the nonprofits were not financially or institutionally stable. In addition, they were engaged in multiple action arenas, with immigration and multiculturalism issues just one of many tasks. When the internal problems emerged, many of those leading organizations were not able to support or maintain their field activities. Hence, in the early 2000s, those initial strategic action fields were close to social movements that were temporarily organized and activated according to the level of urgency of local immigration issues.

8.2.1.2 2003-2004: Emergence of a local state-field in response to the Act on Employment of Foreign Workers

As the Act on Employment of Foreign Workers was passed by the National Assembly of Korea in 2003, a local state-field was organized in Incheon. Based on the Act, corresponding local

policy implementation systems emerged. New budget and rules following the Act reinforced the incumbency of local public bureaus within the field arena. Given the limited internal manpower but extra numbers of tasks to conduct, local bureaus contracted out social service projects mandated by the Act. This attracted diverse local nonprofit organizations, especially those which did not have previous experience in immigration or multiculturalism, but were able to carry out the required tasks. The formation and continuation of relationships between the public bureaus and these local organizations were conditioned by the fixed terms of contracts reflecting managerial and administrative systems of the public sector. For example, outsourcing partners were selected through an open proposal competition system. Eligibility was evaluated by fixed standards such as organizational size and registration history, value neutrality, and ability to document the project ideas rather than level of previous experience and knowledge of foreign migrant workers in the city. Then, based on their performance and output, relationships were either maintained or terminated. The terms of contract shaped the incumbency of the local public bureaus since they had public authority to monitor and evaluate the performance of their contracting organizations and to decide whether to continue working with their contracting organizations.

8.2.1.3 2005-2007: Stabilization and reinforcement of non-state fields based on collective identity and values

Despite the increasing level of public engagement in immigration and multiculturalism policy and practice, the pioneering nonprofits observed that the majority of foreign migrant workers and the increasing number of other immigrant groups, i.e., married immigrants and second generation immigrants, did not receive institutional benefits. Sharing the idea of establishing a

comprehensive collective action system, the pioneering immigrant-serving nonprofits organized a more powerful and stable non-state collective action field. First, those nonprofits cross-checked and shared the main goals of their collective actions in the given situation, then coordinated detailed activities based on their shared goals. Through these processes, information about organizational capacities, such as knowledge, resources, and experiences, were diffused, and bonds among the participating nonprofits were strengthened. This process resulted in the emergence of a comparatively solid non-state field that provided more systematic and distinctive social support to their target immigrants in the city around mid-2005. In particular, in order to enhance the level of cross-cultural understandings among local foreign residents and Koreans, field members co-organized a formal standing consortium called 'In-Joy Asia'. The consortium was well-organized and achieved goals due to collaboration based on strong bonds and trust among participants. As the field activities were recognized throughout the city, other local, provincial, or national organizations which shared general interests in public welfare, society, and culture provided diverse support to those field activities. Meanwhile, utilizing established bonds and trust, some nonprofits in the field collectively organized activities to promote the rights of local foreign residents. In 2007, in order to raise public awareness about the increasing numbers of fatal incidents due to forced detention and deportation processes and to prevent those incidents in Incheon, field participants established 'Solidarity for foreign migrant workers in Incheon' to coordinate activities relevant to the rights of immigrants in Incheon. In particular, in order to have a stronger and more foreseeable political and social impact, those field nonprofits worked together with labor unions and strengthened the field power.

In these ways, the most stable format of the non-state, strategic collective action fields were established in Incheon. The field participants collaborated with one another based on the

shared purpose/value of protecting and supporting the foreign workers in the city as well as mutual encouragement, reciprocity, and trust. As the information and social recognition of the activities organized by these non-state fields were diffused throughout the city, the local state-field also approached this non-state collective action field and made temporary or conditional relationships in order to participate in the organization and coordination of social/cultural activities.

8.2.2 After Immigration and Multiculturalism Policy

8.2.2.1 2007-2010: Expansion of the size and reinforcement of the incumbency of the state-field in the wake of legislation of multiple immigration and multiculturalism policies

The legislation of an immigration and multiculturalism policy⁶⁴ in 2008 facilitated the abrupt expansion of the local state-field and changed the power relationship between the non-state field and state-field in Incheon. The local state-field stretched out the field boundary and managed the local state-field in the action arena based on standard bureaucratic procedures. Since the master plan covered various sections of social services, including culture, welfare, family, and education, the local state-field provided new job/work/funding opportunities to relevant service-providing organizations outside of the action arena. Given these opportunities, many welfare, feminist, and faith-based foundations and organizations came into the action arena seeking opportunities. Working as the source of new funding and opportunities, the local public bureaus obtained the field-managing power in the action arena.

⁶⁴ These were Act on the Treatment of Foreigners in South Korea, Standard Act on Supporting Foreign Residents, and Multicultural Families Support Act.

Yet, the local state-field established inter-field relationships with the existing non-state, collective action field rather than contracting out those newly-emerging organizations for several reasons. First, these non-state field members had already established well-organized social service programs, developed new ideas, and enhanced their social reputation in the local action arena. Second, officials in charge of the administration of the local state-field had also acknowledged the experiences and knowledge of those pioneering nonprofits and the social value produced by their collective field activities. As a result, for the first few years of policy implementation, the size of the collective action system grew through inter-field relationships between local non-state field and local state-field. Overall, the collective action system was managed or coordinated by the local public organizations in charge of executing budget, monitoring processes, and evaluating performance.

8.2.2.2 2010-2013: Rupture and turmoil in inter-field relationships due to the bureaucratic managerial system of the public sector at multiple-levels

After a few years, the inter/intra-field relationships between non-state and state-field actors did not last. First, the managerial system of the public sector, which consisted of a 2-year job rotation system, contributed to the rupture of existing inter-field relationships. It required time and effort for public officials to understand the inherent mechanisms of the field. However, in the given rotation system, every public official was required to start their new tasks and roles at the same time. Therefore, not having enough time to learn existing field knowledge and relationships, newly appointed officials approached the field based on the standard and generalized administrative protocol with which they were familiar. However, since the field had

operated using complex field relationships, the standard procedures created new chaos: existing field relationships broke and new ones were created.

Second, working with newly emerging organizations, the local state-field transformed existing field orders. By that time, these new organizations became more competitive in the action arena. They learned about diverse social service programs as well as the field situation. Since the reference for the newly-appointed local officials was the contents of written proposals, the odds for these newly emerging organizations to be selected grew. In addition, due to the lower value, but more performance-oriented attitude of these new organizations, they were more attractive to the newly-appointed officials. Non-state field participants more often addressed values about the how the field should be and constantly provided critical feedback about current management processes. These evaluative opinions of non-state field participants stimulated defensive reactions by the new officials and became hidden reasons for the gradual elimination of those non-state field actors from the main field relationships. Thus, for these newly appointed officials, working with more submissive organizations that produced the same quantifiable performance was a much easier option.

Third, the direct intervention of the national government also contributed to the emergence of new inter-field relationships. In particular, the Ministry of Gender Equality of South Korea directly appointed multicultural family support centers as total multicultural social-service-providing centers and placed those centers in every Gu district of Incheon. Around 90% of the assigned budget was allocated to multicultural family support, meaning that the city government automatically reduced the portion of direct outsourcing. Instead, the public bureaus built more hierarchical and bureaucratic relationships with those multicultural family support centers.

Fourth, non-state fields lost their self-sustainability in the given situation. As a bigger and better scale of social services was provided by the local state-field network, fewer immigrant clients sought help from the non-state fields. In order to search for both their clients and financial opportunities, many nonprofits switched their field memberships from the non-state field to the local state-field. In addition, as the public organizations and their outsourced organizations received public acclamation, the remaining members of the non-state field lost morale to continue their collective action within the declining non-state field.

In sum, the policy intervention resulted in the transformation of overall collective action systems in Incheon. The policy intervention diminished the level of knowledge, programs, partners, clients, and morale of the non-state field that had served local immigrants for a long time and finally led to the dissolution of the intra-field relationships between non-state and state-fields in Incheon. Yet, the local state-field thrived and was legitimized by utilizing institutional support, managerial systems, and financial authorities following the policy interventions. As a result, new field relationships were arranged and dominated by the local state-field, which suppressed the non-state field in the action arena by manipulating the financial and institutional authorities.

Figure 8-2 below represents the overall process of emergence and change in collective action systems in Incheon Metropolitan city. In particular, the Figure represents the development path of the meso-level social order in response to inter-dependently-changing macro contexts and micro-action situations in the policy arena of Incheon Metropolitan city.



Figure 8-2 Meso-level Social Orders in Incheon Metropolitan City

8.3 MESO-LEVEL SOCIAL ORDERS, ANSAN

8.3.1 Before Immigration and Multiculturalism Policy

8.3.1.1 2002-2005: Emergence, development, and stabilization of a strategic action field responding to the increasing number of local immigrants and the declining local economic situation

In the early-2000s, in Ansan, a strategic action field emerged and developed in a very distinctive and rapid manner due to the inherent problem that the city experienced before or around the influx of immigrants. In the early 1990s, the economy of the city depended heavily on the industrial labor population. However, affected by the Asian Financial crisis in the late 1990s, a large number of domestic laborers ebbed away from the city, seeking better and more stable work places. The outflow of domestic laborers resulted in the depression of the overall local economy of Ansan. Therefore, in Ansan city, foreign migrant workers were welcomed since they fundamentally facilitated the recovery of the local economy. In addition, the treatment of diverse social issues emerging upon the arrival of immigrants was recognized as a shared responsibility and interest of the city.

Based on this shared understanding, the initial strategic action field of Ansan was rapidly organized. The field focused on resolving local issues, conflicts between immigrant residents and Korean residents of Onegok-dong district, the largest immigrant worker district since the late-1990s. A local nonprofit organization first identified and addressed the necessity of resolving emerging tensions between domestic and foreign residents of the district. The organization then

recruited diverse local organizations, such as city government, the district office, many neighborhood associations, local nonprofits, and the employers of those foreign workers, which shared some interests in having the immigration population in the city. Then the nonprofit organization introduced a plan of ‘borderless community projects’ and suggested utilizing the project as a means for resolving the community problem. Agreeing upon the necessity of citywide involvement as well as the potential impact of the project, diverse local organizations voluntarily and actively engaged in the borderless community project around 2002, establishing the very first strategic action field in Ansan city.

Within the field, participants collectively built procedures and contents of the borderless community project. According to the given organizational capacity and ability, pre-defined tasks were assigned. For example, in order to have legitimate public support, the members of Ansan council enacted ordinances. Based on the ordinances, the city government formally provided financial support necessary for the projects. Meanwhile, field participants jointly organized diverse public and social events to improve mutual understanding of multiculturalism and diversity. In addition, according to emerging demands for various types of trainings and social services, the field participants sought help from proximate fields that could provide professional services, such as health, education, training, laws and policies. Despite the continual and rapid expansion of the field through new participants and new field relationships, the field for borderless community projects was able to maintain field stability based on the shared understanding of collective goals, i.e., establishing and maintaining a harmonious multicultural community in the district in Ansan.

8.3.1.2 2006-2007: Emergence of conflict and bifurcations of the strategic action field under new mayor and new city council members

In mid-2006, as a new mayor and new members of the city council were elected, the existing social order of the strategic action fields was not upheld. Around 2006, as immigration and multiculturalism emerged as an important national policy agenda in South Korea, the borderless community project and citywide collaboration received huge attention from the national government. Seeing increasing attention from the national government as an opportunity, newly elected city authorities tried to utilize the city's established fame as a springboard to obtain more of the national budget. New officials first sought the chance to dominate field incumbency. While participating in the existing field activities, the newly-elected officials tried to reshape the field orders by manipulating their financial and administrative authority over the field processes. Then, the new city council members revised the ordinances originally enacted to support the borderless community projects in Ansan. Yet, facing strong resistance from the field participants, they pushed forward a new redundant project named 'Special Multicultural Zone Project' that fit the new content of the ordinances. These provocative actions of new city authorities continually weakened the initial strategic action field organized for the borderless community project.

On top of all these actions, Ansan city government built the 'Ansan Migrant Community Center' at the center of Onegok-district and appointed the Center as a local control tower of all immigration affairs and services in the city. Given the public legitimacy of the Center, other local public bureaus and offices previously involved in the borderless community project field reverted to the local public systems. In addition, many neighborhood associations gradually withdrew either from the borderless community project or from the policy arena. As a result, the

existing field bifurcated into a non-state field and local state-field. In addition, the new local public authorities obtained incumbent and controlling power in the collective action arena.

8.3.2 After Immigration and Multiculturalism Policy: Reconstruction and reinforcement of the local state-field, and destruction of local non-state field relationships, 2008-2013

After 2008, backed by a national budget and budget execution authority over the project and programs, the city government gradually reconstructed the local state-field and power relationships among field participants. For the first couple of years of policy intervention, the field-restructuring process was slow. The local state-field strategically maintained relations with the non-state field since the borderless community project still received social and public attention and since local officials of the Center understood the value of engagement with the non-state field. However, the speed of reconstruction of the local state-field accelerated with the replacement of local officials in 2010. New local officials, having no contextual understanding, initiated new programs and projects. Yet, due to the lack of contextuality, the new programs and projects frequently faced strong opposition from non-state field participants. Having insufficient time and energy to figure out the contextual information, but carrying full responsibilities and accountability for field performance, new public officials perceived that opposition from the neighbor field created big deadlocks for the development of the local state-field. Meanwhile, the new officials identified other non-opinionated local organizations with the capacity to carry on public projects. Given these conditions, new officials preferred working with organizations that had less value orientation. Therefore, by selecting those substitutable organizations and providing resources to them, the new officials could either directly eliminate these opinionated field participants or facilitate the withdrawal of value-oriented non-state field actors from the

action arena. As a result, new officials reconstructed the field order and established their field incumbency in local immigration and multiculturalism policy and practice.

In summary, the policy intervention with its accompanying managerial rules and regulations reshaped the procedural complexity and dynamics of the overall collective action systems in Ansan city over time. First, the policy intervention and domination of the newly-organized local state-field led to the decomposition and dissolution of the existing non-state field by threatening their memberships, resources, reputation, and values. Second, by manipulating budget and institutional authority and by imposing new field orders that work best in the setting of the public sector, the local public bureaus snatched the field incumbency from the non-state field. As a result, the overall collective action processes became more or less bureaucratic and hierarchical in the city. The procedural complexity and dynamics of collective action systems in Ansan city are illustrated in Figure 8-3 below.

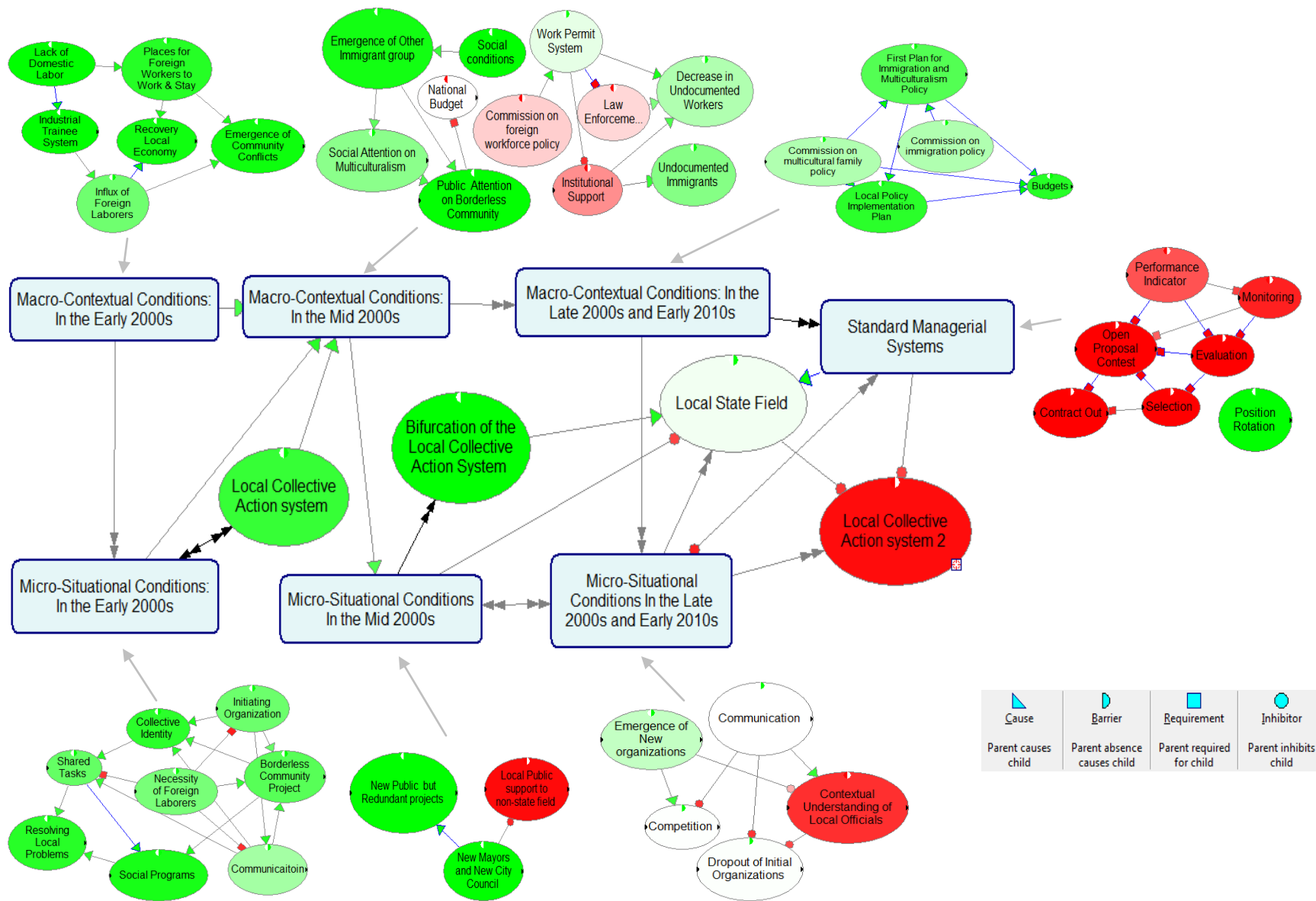


Figure 8-3 Meso-level Social Orders in Ansan City

8.4 CROSS-COMPARISONS BETWEEN CASES

Based on the theory of fields (Fligstein and McAdam, 2011, 2012), I traced the procedural complexity and dynamics of collective action systems of both cities, particularly in terms of emergence and change in intra/inter-field relationships. As the color shifts of the meso-level social orders illustrated in Figure 8-2 and Figure 8-3 indicate, the patterns of intra/interfield relationships of each case appear to be distinct from one another before the policy intervention of 2008, yet became similar to one another after policy intervention.

In the early-2000s, immigrant-serving organizations in Incheon put more emphasis on providing direct services to local immigrants, while diverse organizations in Ansan focused on developing community collective action systems to deal with the emerging issues relevant to immigrants in the city. These initial differences might be attributable to the distinctive contextual conditions of each city. Due to the bigger geographic region, immigrant issues were dispersed and hardly recognized as common social/community issues to which the whole city needed to respond. These situational conditions could have led to the emergence of multiple egocentric fields dispersed throughout different districts of Incheon metropolitan city. In contrast, as Ansan city is much smaller in terms of geographic region as well as total population, the rate of increase in immigration population and their social impact were more apparent in the city. In addition, many participants shared direct interests in their local immigration population. Therefore, it was comparatively easier for organizations in Ansan city to define collective goals and form a solid strategic action field in the early 2000s.

By the mid-2000s, as information about actions and goals of those immigrant-serving organizations were shared, local organizations organized a non-state field and started working together in Incheon. Over the same period, the initial strategic action field in Ansan was challenged by the public sector. The internal conflicts among the field participants resulted in bifurcation of the field and the emergence of field politics in the action arena of the city.

The master plan of immigrant and multiculturalism policy had a very similar impact on the procedural complexity and dynamics of local collective action of both cities. In particular, the meso-level social orders of local fields were reshaped based on the public order. The budget and the budget execution authority given to local public organizations reset the power dynamics between public organizations and other actors in the field arena. In both cities, local public organizations imposed procedural and managerial orders of the public sector and stabilized vertical field relationships with other field actors. Being in need of financial support, both new and old participants interacted with the local public organizations, and the field relationships were managed by a performance and result-based approach. In this way, the local public organizations in both cities restructured their local state fields and overtook the field incumbency in immigration and multiculturalism policy and practice.

In summary, as the theory of fields indicates, micro-level situations and macro-level contexts interactively provided the conditions of emergence and change in meso-level social orders of collective action systems in both cities. In particular, due to increasing social issues relevant to immigrants, organizations emerged in the policy arena. Then, through iterative communication and interactions, those organizations found their collective identities and set field orders and established their strategic action fields. Stabilized fields provided diverse programs and services directed at solving issues relevant to immigrants through their intra/inter-field

relationships. Meanwhile, as public awareness about immigrants and the values of the collective field activities emerged, the national government responded to the increased public awareness with the enactment of comprehensive immigration laws from 2008. Then, the engagement of the public sector resulted in application of the bureaucratic and standardized managerial systems in order to manage or control the local collective action arena. As a result, the local public sectors established a local state-field. While the local state field expanded, the level of contextual understanding and knowledge of the local officials in charge of the state-field would either facilitate or destroy relationships between the initial collective action system and their local state-fields. Especially, the position or task rotation system was the detrimental factor to contextual understanding of local officials since the public officials in charge of the field were replaced and all the contextual understanding was reset. In addition, as public organizations became more interested in developing and formalizing the state-field structure and processes, the overall field relationships among participants became more hierarchical and conditional. In other words, the local collective action structure and processes transformed from collaboration systems where participants made decisions and took actions together to cooperation systems where decisions were already made by certain participants and others work with one another by conforming to the ready made decisions. Figure 8-4 illustrates the common processes of emergence (from the left side) and transformation (moving toward the right side) of collective action systems identified by findings of both cases.

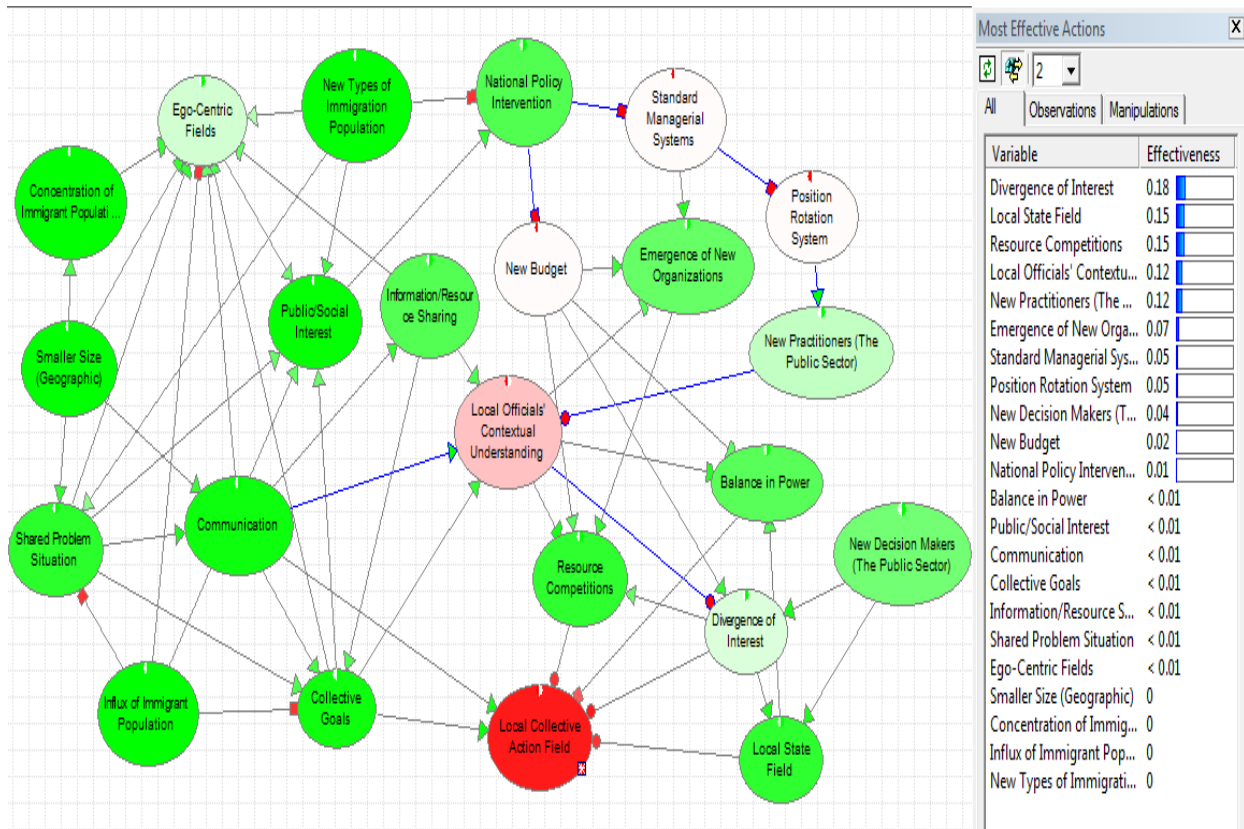


Figure 8-4 Procedural Complexity and Dynamics of Collective Action Systems

8.5 SUMMARY AND CONCLUSION

This chapter describes the procedural complexity and dynamics of collective action systems that emerged in immigration and multiculturalism policy and practice in South Korea. In particular, applying the theory of fields, I traced the emergence and change in intra/inter-field relationships from qualitative data from semi-structured interviews and documentation. Findings demonstrated similarities and differences between cases. From the findings, common underlying mechanisms between cases were identified. As the theory of fields indicates, overall collective action systems were shaped and reshaped by the underlying mechanisms responding to

interdependently changing macro-contextual and micro-situational conditions in each city. In other words, complexity and dynamics of collective action processes were more about how different participants perceived the current/expected social contexts, collectively made sense of their contexts, and situated their collective actions to achieve their common goals (Fligstein and McAdam, 2011, 2012).

9.0 OUTCOME EVALUATION & POLICY FEEDBACK: THE VALUE OF COLLECTIVE ACTION SYSTEMS

*Let us not be content to wait and see what will happen, but give us
the determination to make the right things happen.*

-P. Marshall, US Senate Prayer, 1948

In this chapter, I examine the outcomes of the current collective action systems in immigration and multiculturalism policy and practice. Then I provide policy feedback to enhance the value of the current collective action systems. With respect to these two objectives, this chapter is organized as follows: First, I briefly review the outcomes of the collective action systems, discuss how these outcomes are measured and evaluated, and how the identified information is utilized in providing policy feedback. Second, I analyze and compare the results of each case. Third, based on evidence from the findings of both current and the preceding chapters, I develop a decision support model that can help local policy or administrative decision-makers comprehend the complexity and dynamics of local collective action systems. Then, I suggest some policy recommendations that those decision makers can utilize to enhance and harness local collective action systems.

9.1 EVALUATION & POLICY FEEDBACK IN COLLECTIVE ACTION SYSTEMS

The outcomes of a collective action system can be understood by measuring how well individuals share information and resources; learn about exogenous context and action specific situations; adapt their action strategies; and build social capital in terms of trust, cooperation, or reciprocity through their collective action structures and processes (Fligstein and McAdam, 2012; Page, 2011; Axelrod and Cohen, 2000; Putnam, 1993; Coleman, 1987). These outcomes of a collective action system would facilitate the formation of a collective capacity that is greater than the sum of each individual's capacity and helps participants to achieve common goals (Fligstein and McAdam, 2012; Page, 2011; Axelrod and Cohen, 2000; Putnam, 1993; Coleman, 1987). However, collective action would produce contradictory outcomes, such as unnecessary redundancy, exhaustive competition, and over-exploitation. These would increase the chance of conflict among diverse participants and disrupt the collective action. Thus, information about collective action outcomes can provide crucial guidance in promoting the value of collective action systems.

In order to evaluate the outcomes of collective action systems, participants' expertise is utilized with regard to their level of experience and understanding of collective action practice. Selected key participants⁶⁵ were invited to evaluate the outcomes of their collective action systems on a 1-5 scale. The outcomes are measured in terms of level of information-sharing, collaboration, trust, self-efficacy, shared responsibility, performance, and innovation. The respondents were also asked to provide their opinions about major challenges that they encountered in working together with other organizations (1= not a factor, 2=some factor, and

⁶⁵ See chapter 3 for more information

3=heavy factor). Through semi-structured interviews, participants' opinions and ideas regarding the purpose, strengths, weaknesses, outcomes, and impact of their current collective action systems were measured.

Descriptive statistics for the evaluated outcome variables were then analyzed. In presenting the findings, I acknowledge the potential impact of current intra/inter-field relationships⁶⁶ on the perceptions of respondents and array the results so that both overall results and group tendencies are represented in the results. Based on findings from the interview data, I provide supplementary explanations on the descriptive statistics for outcome evaluations. The findings provide significant overall evidence regarding the value of structural and procedural complexity and dynamics in collective action systems.

Lastly, I provide policy feedback by developing a policy decision support model and policy recommendations. Based on findings from all previous analyses, I build a prototype model to provide insight into the complexity and dynamics operating within the observed collective action systems. This model can guide relevant policy decisions and administrative actions. In addition, I suggest several policy recommendations that local public officials may consider to amplify the value of the overall collective action system and to respond to potential policy and administrative challenges from collective action systems

⁶⁶ For more information, see chapter 8

9.2 INCHEON METROPOLITAN CITY

9.2.1 Evaluation of Outcomes of Collective Action System

Table 9-1 provides the descriptive statistics of the collective action system outcomes in Incheon metropolitan city. On average, the respondents perceived that the current system produced a considerable level of outcomes (3.4/5.0). Among these categories, key participants often praised information sharing (3.8/5.0), self-efficacy (3.6/5.0), and collaboration (3.4/5.0).

Table 9-1 Mean Values of Outcome Evaluation Scores by Types of Outcomes and Field Participants, Incheon Metropolitan City

| Type of outcome | Information Sharing | Collaboration | Shared responsibility | Trust | Self-efficacy | Innovation | Performance | Total |
|-----------------|---------------------|---------------|-----------------------|-------|---------------|------------|-------------|-------|
| Semi-public | 4.6 | 3.9 | 3.8 | 3.5 | 4.4 | 3.6 | 3.6 | 3.9 |
| Public | 4.1 | 3.2 | 3.3 | 3.0 | 3.6 | 2.9 | 3.3 | 3.3 |
| Nonprofits | 2.6 | 3.1 | 2.7 | 3.0 | 2.9 | 2.8 | 2.7 | 2.8 |
| Total | 3.8 | 3.4 | 3.3 | 3.2 | 3.6 | 3.1 | 3.2 | 3.4 |

Yet, the patterns of responses varied among groups of respondents. Table 9-1 and Figure 9-1 document the varying patterns of responses. As the value triangles are mostly slanted to the bottom right in Figure 9-1, nonprofit-contractors of the public sector are shown to have given highest credit to system outcomes (3.9/5.0). Following that are public organizations—current field incumbents (3.3/5), and nonprofit organizations—current field challengers (2.8/5.0).

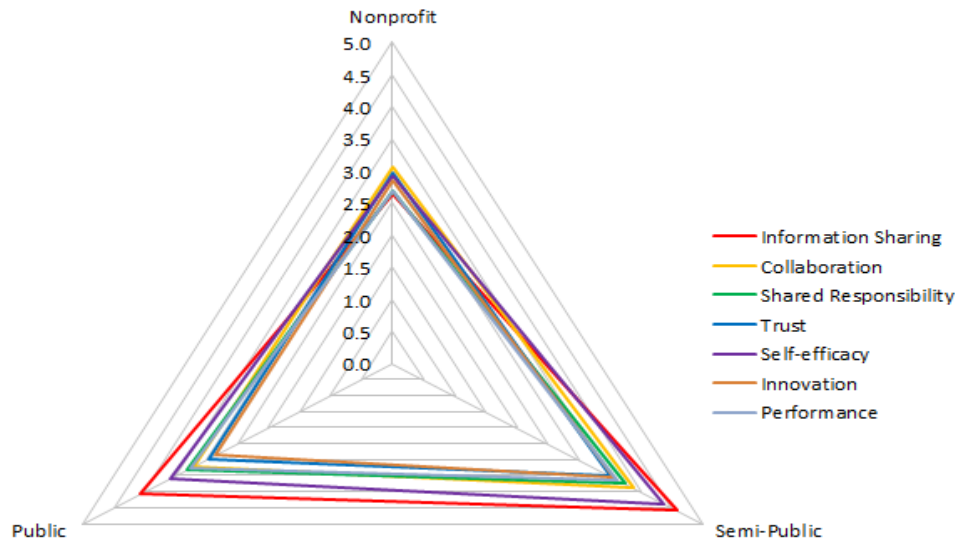


Figure 9-1 Result of Outcome Evaluation by Respondent's Field position, Incheon Metropolitan City

The mean value of responses from semi-public organizations ranges between 3.5 and 4.6. In particular, they acknowledged information-sharing (4.6/5.0) and self-efficacy (4.4/5.0). Those semi-public organizations, more recent participants in the action arena, were able to obtain necessary information through their connections with other organizations. This led to improved self-efficacy in the field through relationships with other field participants:

“It provides an arena of information sharing...and it is easy for members to manage and obtain resources working within the commission system... and many public (administrative) organizations are participating in the commission. So, if necessary, they provide formal support.”

“The effect [of having intra/inter-field relationships] is that you become knowledgeable about the issues of immigrants, such as their culture and their lives in Korean society.

Every year, we organize a forum to discuss some current issues of immigrants and relevant social problems. If there is any new organizational participant, we introduce them to one another. Yes, I believe these are the major benefits of the commission.”

Yet, key semi-public organizations perceived comparatively lower levels of trust among participants within the collective action system. This is because their field relationships with the public sector were built based on the given terms of contract rather than trust or trustworthiness. In addition, while they were able to establish and stabilize relationships with the public sector in the action arena, they had to go through some emotional conflict with existing immigrant-serving organizations.

Key public organizational respondents scored the outcomes between 2.9 and 4.1. As these organizations built close relationships with semi-public organizations, the overall patterns of responses resemble those of semi-public respondents. The key public organizations also saw the highest value of current collective action systems in information-sharing and self-efficacy and the lowest value in trust among participants in the given contextual environment:

“If they join [local state field relationship], they would get to know one another rather than being left alone [in the contextual environment]. In addition, the major effect is that we have the opportunity to correct distorted or wrong information [about policy or public decisions]. Then, members can update their purpose for joining the field based on the original goal of the public policy. In addition, other outcomes are...members can use the formal relationship of this commission to build their public relations, get

opportunities for improving self-efficacy, raise their organizational status in the local society, and build stronger self-esteem.”

The outcome evaluation scores from nonprofits range between 2.6 and 3.1. Unlike other respondent groups, key nonprofit respondents gave more credit to trust and collaboration. This is because these key nonprofits developed and maintained long-term relationships with one another based on their collective identity and similar value orientation:

“We take care of one another. At first we started working together since we shared the same perspectives, rather than because we trusted one another. Then, some worked for organizing and preparing meetings... As the meetings continued, members got to know each other better and invested time and money to meet one another. Also, meetings have always been enjoyable...so we could meet frequently...in these ways, trust and trustworthiness were built among us. Now we trust one another, and individual organizations can freely ask for help from one another. This, I would say, is the major effect of collaboration among us.”

These key nonprofits give the least credit to information-sharing. Knowledge and information of immigrant-serving activities developed by these key nonprofits were shared throughout the collective action systems. Yet, being eliminated from the current major field relationships, they found difficulty in creating or sharing information or knowledge.

“After we shared information and ideas, the public organizations provided funds to other organizations that are easy to deal with... so currently we do not invest in developing new programs and do not share ideas no matter how brilliant these ideas are.”

Despite the perceptual variations, key participants of the system in general acknowledged the interlocking impacts of the outcomes of collective action systems and sought opportunities to improve them.

9.2.2 Evaluation of Current Challenges of Collective Action Systems

Respondents identified contextual roadblocks to collaboration among local actors. Again, each group of respondents showed different points of view. First, representatives of semi-public organizations pointed out the ‘lack of support from the local society’ as the most influential impediment. For the same reason that this group gave low credit to trust among local participants, they saw difficulties in obtaining support from other local immigration-serving nonprofits. Second, this group pointed out that budget deficiencies, so procedural difficulties were the related problems. They explained that most of the local organizations did not have a stable funding source. Sometimes public money was the only source on which they could depend. Yet, local organizations could obtain the public money only when they proved their program competency through numbers of immigrants participating in those programs. Therefore, given the limited number of local immigrants in certain districts, local organizations unwillingly competed against one another to attract more immigrants in order to secure more of the budget:

“In general, we are all nonprofits that do not pursue profit making, and each of us has different purposes and goals. However, we provide similar projects and programs to our immigrant clients. Everybody competes against each other. If we do not pay careful attention to what we are doing, we can easily invade others’ service arena...but given the limited number of immigrant clients, and the amount of money allocated to a certain category of projects, we usually have to compete with one another just to survive.”

Even if these semi-public organizations established relationships with public organizations, their main funding source, their continuation depended on whether they fulfilled the terms of their contract. Therefore, the procedural rules and regulations following the contracts were always perceived as a greater burden for these contracting organizations. Yet, for semi-public organizations, the contextual factors such as negative image of immigrants or distrust between immigrants and local organizations were not regarded as a factor impeding the local collective action system.

Representatives of immigrant-serving nonprofit actors indicated a lack of local consensus as the major impediment to the local collective action system. They pointed out pressure from public organizations as well as budget deficiencies as the second biggest roadblock. This group of organizations approached issues of immigration and multiculturalism by placing the first priority on their constituencies. In particular, they saw the value of their collective action in serving immigrants who were not covered by formal institutional systems. Yet, they perceived that the current system put more emphasis on what or how they served, rather than on whom they served. In addition, in the current system, which was mostly managed by the public sector, resources were allowed to cover undocumented immigrants. For these reasons, these immigrant-

serving nonprofits perceived a lack of consensus as the fundamental roadblock to the collective action system:

“Field organizations take all different approaches... Due to the differences in our fundamental purposes, in most cases, local organizations cannot collaborate even if they are planning to provide the same work. We tend not to be engaged in the collective work if the fundamental orientation is different, or if the process of collaboration hurts the fundamental value.”

In case of the network organized by the public sector, they focused on immigrants who have legal status in South Korea, but we support more of those who are in the institutional blind spot. Thus, even if we provide similar services and programs and good ideas, due to the inherent differences in our fundamental orientation, we resist collaborating with one another.”

Due to their value orientation, these nonprofits frequently lost the opportunity to be connected to the public organizations, their main funding sources after the policy intervention in 2008. At the same time, they experienced rising competition from others supported by the public sector:

“After we drag ourselves to put all our energy into establishing a collective service-providing system, then the public sector releases a public budget and builds a system providing the same services. That money could have produced better social benefits if it

had been utilized to support the existing function of civil organizations. Of course they do not have to support others if their direct intervention is more effective...I do not care about who provides those services. But I do not understand why they copy the existing ones and make redundant systems, rather than leading and coordinating the existing systems. In addition, if they do the same stuff with more money, then, how can we raise enough funds to support our field? Now, there is no way for us to work.”

An additional problem was that since the immigrant-serving nonprofits found collective identity in promoting the human rights and quality of life of local immigrants, it was difficult for them to conclude that problematic immigrants could be a challenging factor. It was easier for them to see it as a factor that reinforced the non-state field relationships among these immigrant-serving nonprofits.

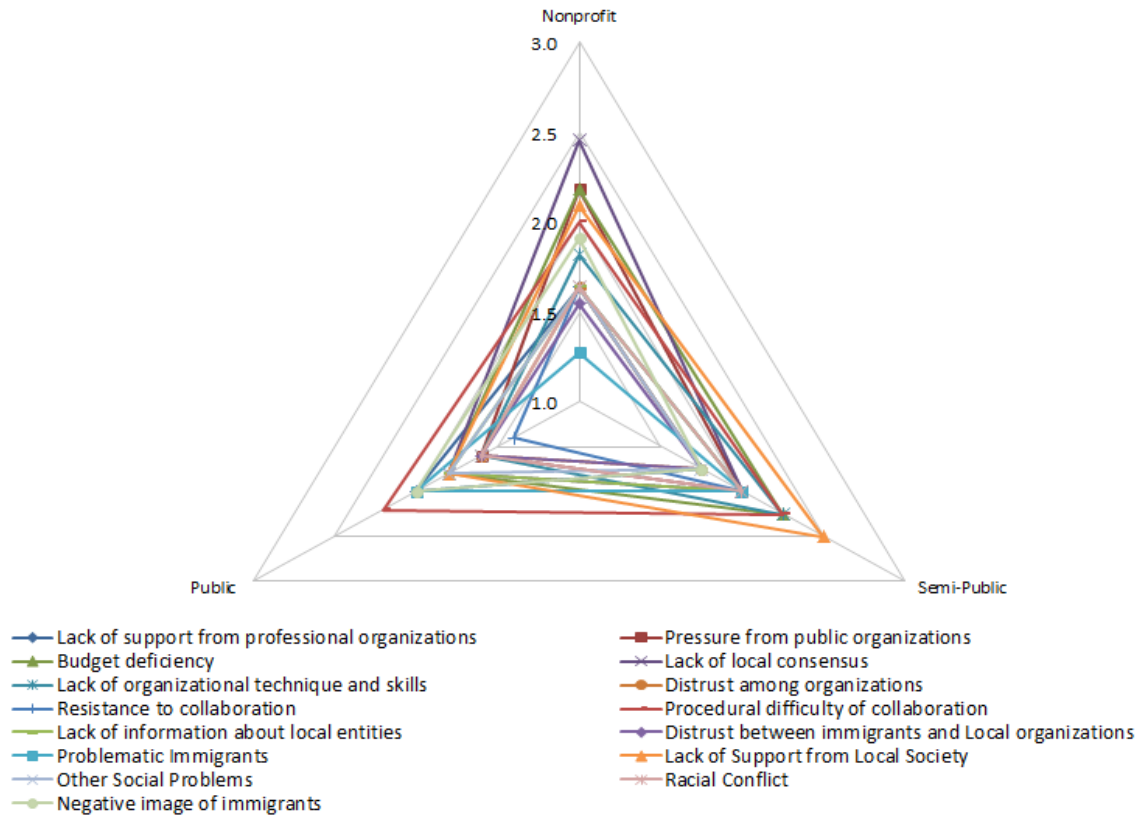


Figure 9-2 Contextual Roadblocks to Collective Action among Diverse Participants, Incheon Metropolitan City

The mean values of responses from key public organizations were comparatively lower than the two other groups. That may have been because they were the internal governance unit that determined the order of the current dominant field relationships in the action arena. Yet, they still perceived a moderate level challenge from procedural difficulties in collaboration. These local public organizations were nested and operated in a bigger public system. Operating at the bottom of the entire public system, these local organizations did not have much discretion in selecting their partners or applying their own standards to evaluate the performance of their outsourcing organizations. Therefore, when the local public organizations had some understanding of the practice, they in fact did experience challenges from applying the rules and regulations. At that point, the public organizations attributed some of their problems to “problematic immigrants” and a “negative image of immigrants.” Since all the public programs

were based on legitimacy and formality, undocumented immigrants or any immigrants that deviated from the formal rules and regulations were perceived as a fundamental contextual roadblock to the collective action system for the public organizations. In the same vein, because they saw some immigrants as problematic, they did not perceive that resistance to collaboration was actually the fundamental impeding factor of the collective action systems in the city, even though the key public organizations were often involved in contentious debates with immigrant-serving organizations about the definition and approach to serving those very people.

9.3 ANSAN CITY

9.3.1 Evaluation of Positive Outcomes of Collective Action System

Table 9-2 documents the mean values of outcomes of the collective action system in Ansan city. On average, the key participants valued their collective action outcomes more or less highly (3.5/5.0). Among the collective action outcomes, self-efficacy (3.9/5.0), performance (3.7/5.0), and information sharing (3.5/5.0) were the most valued in Ansan city.

Table 9-2 Mean Values of Outcome Evaluation Scores by Types of Outcomes and Field Participants, Ansan City

| Type of outcome | Information Sharing | Collaboration | Shared responsibility | Trust | Self-efficacy | Innovation | Performance | Total |
|-----------------|---------------------|---------------|-----------------------|-------|---------------|------------|-------------|-------|
| Semi-public | 4.0 | 3.2 | 2.6 | 3.4 | 4.0 | 3.0 | 3.5 | 3.4 |
| Public | 4.3 | 3.8 | 4.3 | 3.9 | 4.0 | 4.3 | 4.4 | 4.1 |
| Nonprofits | 2.3 | 2.8 | 2.9 | 3.0 | 3.7 | 2.8 | 3.1 | 2.9 |
| Total | 3.5 | 3.3 | 3.3 | 3.4 | 3.9 | 3.4 | 3.7 | 3.5 |

Again, respondents from different field groups held different perceptions of the outcomes from their current collective action system. Table 9-2 and Figure 9-3 report the details. In Figure 9-3, the triangles of mean values are skewed toward the bottom left, showing that public sector respondents—current field incumbents—gave higher credit to outcomes of the current collective action system (4.1/5.0). Following that are the semi-publics—public program outsourcing nonprofits (3.4/5.0), and nonprofit organizations—the current field challengers (2.9/5.0).

The mean value range of responses from the public organizations was between 3.8 and 4.4. In particular, they acknowledged the performance (4.4/5.0), information sharing, innovation, and self-efficacy (4.3/5.0) of the collective action system. As the city has been known for the best practice of the city's administration on collective immigration, the local public organizations were confident in assessing the performance of the collective action system above all other outcomes. In addition, due to the reputation of Ansan city's expertise in the policy arena, they had comparatively more opportunities to share information and work with many organizations with varied expertise in that arena.

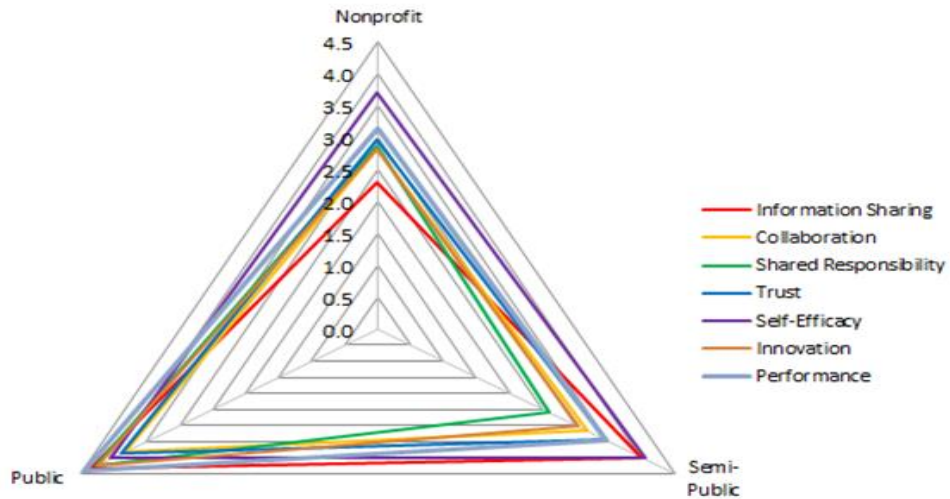


Figure 9-3 Result of Outcome Evaluation by Respondent’s Field Position, Ansan City

The mean values of responses from semi-public organizations ranged between 2.6 and 4.0. Since most of these semi-public nonprofits were new to the immigration and multiculturalism arena, they perceived the greater benefits of the collective action system in information sharing (4.3/5.0) and improving their organizational self-efficacy (4.0/5.0):

“Well, our commission works very well because we have gotten lots of support from public organizations. In addition, in the commission, members share information and their field knowledge with one another. Information sharing is the most valuable outcome of our commission because through sharing information with one another, we can learn, improve, and develop.”

Although these organizations were based on formally defined responsibilities and accountabilities for their actions, these semi-public organizational respondents perceived the lowest level of shared responsibility from their collective action system (2.6/5.0).

The mean values of responses from the nonprofits ranged between 2.3 and 3.7. Nonprofit respondents perceived that the current collective action system facilitated the self-efficacy (3.7/5.0) and performance (3.1/5.0) of participants. Most of these nonprofits experienced difficulties in working alone in the arena due to organizational and financial limitations. Therefore, through collaboration, they were able to respond to their collective problems more efficiently and effectively:

“Our coalition was built based on the individual needs of our members. Each organization autonomously leads and follows one another. Working together in the coalition, we can solve the problems that individuals alone cannot deal with.”

These nonprofits gave relatively lower credit to information sharing (2.3/5.0). Within their established coalition, members had already obtained the equivalent level of field knowledge, thus not much detailed information sharing was necessary. Yet, with respect to the overall collective action system, the nonprofits were more or less segregated from the new information sources in the current context. Therefore, they did not see the information sharing benefits from the current collective action system.

Different groups of respondents gave different levels of credit to different types of outcomes produced by the collective action system. Yet, they commonly pointed out self-efficacy and performance as the main outcomes of their collective action system and sought

opportunities to improve their overall collective action systems to enjoy more social benefits and outcomes from the system.

9.3.2 Evaluation of Current Challenges of the Collective Action System

Different field groups perceived different types and levels of contextual roadblocks to their collective action system. First, semi-public organizations identified the most impediments and nonfactors. They perceived ‘pressure from public organizations, lack of support from local society, budget deficiency, and other social problems’ as the most significant obstructions to local collaboration. As contractors of the public organizations, their field activities and performance were monitored and constrained by the public sector. In addition, as many other local organizations were not financially independent, they all competed against one another for funding from the public sector. Due to this competition, it became difficult for these semi-public organizations to build a collaborative support system with other local organizations as well as other local actors:

“Also, organizations like us are accountable to the local public organizations, so sometimes we are requested to take some part that we do not normally accept. It’s all because of money; if public money is invested in our project, we have to produce output. Whatever you do, you have to produce output; otherwise, you will not get a proper evaluation or be able to maintain current relationships.”

At the same time, these representatives of semi-public organizations perceived little threat from the procedural difficulty of collaboration, resistance to collaboration, lack of local consensus, or lack of organizational techniques and skills in their collective action systems.

Representatives of local public organizations pointed out the negative image of immigrants and other social problems as the significant challenging factors of the current collective action system. Since the local public organizations believed in their own capacity to control the current collective action system, they might perceive more challenges from the exogenous contextual factors that were not directly under the control of their rules and regulations. In addition to the contextual challenges, they pointed out the lack of local consensus and budget deficiency as impediments to local collaboration. Previously, the local public organizations had broken existing field relationships and established an independent local state-field in the same action arena. Afterwards, they experienced many complaints and much opposition from their previous partners, immigrant-serving nonprofits. Furthermore, local organizations sometimes pursued values, such as supporting undocumented immigrants, which were not acceptable in the formal systems. Therefore, despite their current field dominance, the public organizations still perceived difficulties from a lack of local consensus in the focal action arena:

“I know the civil organizations want to have frequent communications with us and want their stories or opinions to get understood and reflected ...but you know, in our [public organization] situation, we have to consider the fitness of their opinions and ideas in the set of laws, policies, and budget. So it is not easy for us to achieve consensus with them and implement their idea.”

In addition, money became the most important determinant of the content and quality of their field relationships with other local organizations. In fact, they observed a high level of competition and contention among local organizations due to the limited amount of public money. Therefore, the public organizations perceived that the budget deficiency could hamper the progress of the local collective action system.

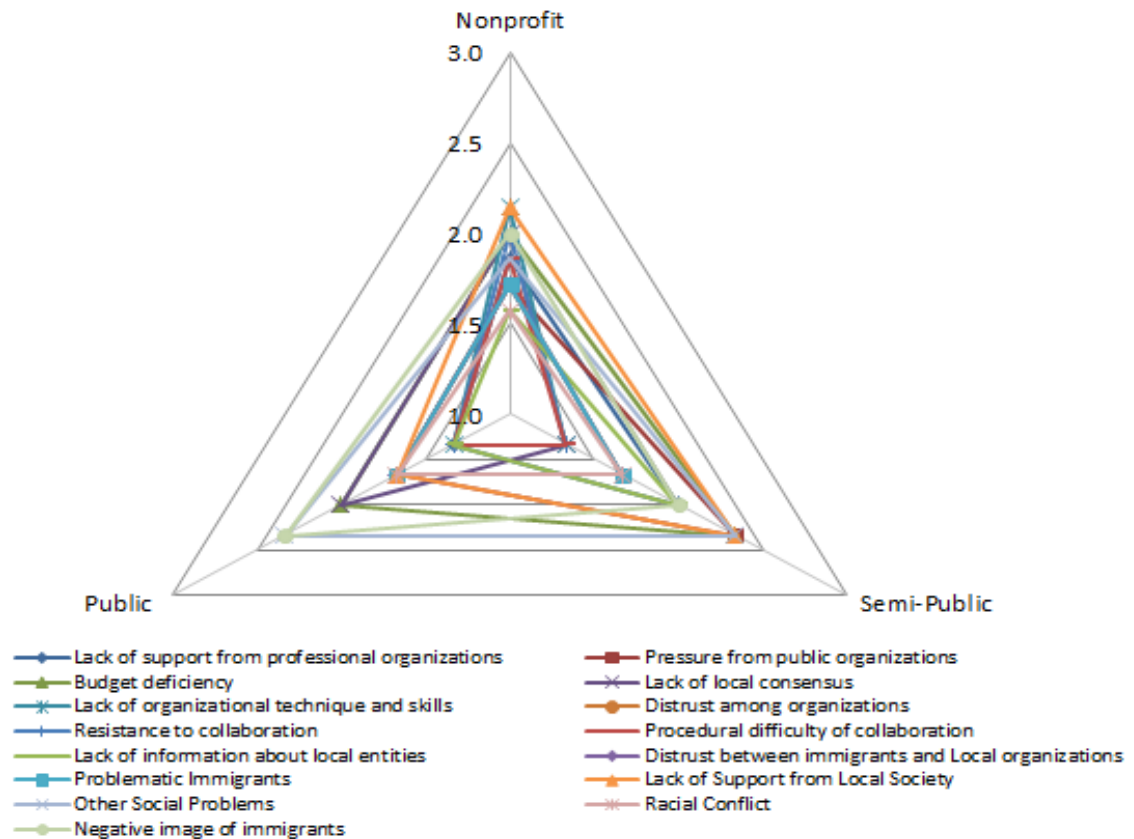


Figure 9-4 Contextual Roadblocks to Collective Action among Diverse Participants, Ansan City

Since the public organizations had participated in the field from the beginning and obtained dominant positions in the current field, lack of information about local organizations and procedural difficulties in collaboration were not regarded as a hindrance to collective action systems. In addition, in spite of the current contentious and conflictive relationship with pioneering immigrant-serving organizations, the public organizations believed that those organizations did not dispute the necessity of collective action. Therefore, the public organizations did not at all perceive that resistance to collaboration was a contesting factor to the current collective action system.

Representatives of local nonprofits perceived a moderate level of challenges in most of these factors. Among these, lack of organizational technique and skill, and lack of support from local society ranked the highest, followed closely by the lack of local consensus and resistance to collaboration. In particular, the administrative jargon, terms, or techniques created difficulties in communicating with local public organizations and commissions organized by city government. This discouraged local nonprofits from participating in collaborative meetings organized by public authorities:

“What I felt was...I did not understand what they said. There were so many terms that I did not know. But, in that atmosphere, I could not ask people to explain point by point...frankly speaking, I had those kind of difficulties...but I do not think I do not understand the immigration and multiculturalism practice...but in that meeting...I felt I was isolated...because I did not understand. I meant not that I was ignorant about the immigration practice, but I did not know how those meetings and relevant stuff worked.”

“They require too high a level of expertise...and you get evaluated based only on stiff formality, and the ones who do not meet the formal requirement get replaced...so it is difficult to build relationships and work together with them.”

After the policy intervention of 2008, perceiving the lack of support from local society, many of the community associations, supporters of these immigrant-serving nonprofits, left the policy arena. In addition, they considered collaboration only if they shared fundamental values or perspectives about immigrants. Yet most of newly emerging organizations or local public organizations did not have the same value orientation. Thus, they might interpret this lack of similar value orientation as the lack of local consensus as well as resistance to collaboration, and ultimately a roadblock to collaboration. As a nonfactor, these nonprofits pointed out the lack of information about local entities. Most of these key nonprofit organizations had participated in the immigration and multiculturalism practice for more than a decade. They had a high level of understanding of who was engaged and what kind of services these diverse participants provided in the action arena. Therefore, in the given situation, they did not think lack of information about local entities was an encumbering factor to the current collective action system.

9.4 CROSS-CASE COMPARISONS

Findings from the two cases have some common patterns. Key participants in both cities thought highly of outcomes of their own collective action systems. In particular, respondents in both cities gave high credit to the information sharing and self-efficacy of their current system. In both systems, current field incumbents—both semi-public and public organizations—tended to

give higher credit to most of the collective action outcomes than nonprofit organizations in the field challenger positions.

Yet, specific differences in response patterns between cases were also observed. First, in Incheon the semi-public organizations tended to give higher credit to their local collective action systems than the other two groups. In contrast, in Ansan, as the organizer of the current collective action system, the local public organizations valued their own system more than their contracting organizations. Second, the public organizations of Incheon city found more value in information-sharing and self-efficacy since they were still new to the field and learning how to enhance their roles in the field. Yet, having accumulated experience and knowledge of the contextual environment, public organizations in Ansan gave more credit to the actual performance of their collective action system than to information-sharing or self-efficacy. Third, nonprofits in Incheon gave higher credit to collaboration and trust, while nonprofits in Ansan gave highest credit to self-efficacy and performance.

Table 9-3 Summaries of Evaluation Results on Positive Outcomes of Collective Action Systems

| Case | Nonprofit | Public | Semi-public |
|---------|--|--|--|
| Incheon | <ul style="list-style-type: none"> • Collaboration (3.1) • Trust (3.0) • Self-efficacy (2.9) • Innovation (2.8) | <ul style="list-style-type: none"> • Information sharing (4.1) • Self-efficacy (3.6) • Performance (3.3) • Shared responsibility (3.3) | <ul style="list-style-type: none"> • Information Sharing (4.6) • Self-efficacy (4.4) • Collaboration (3.9) • Shared responsibility (3.8) |
| Ansan | <ul style="list-style-type: none"> • Self-efficacy (3.7) • Performance (3.1) • Trust (3.0) • Collaboration (2.8) | <ul style="list-style-type: none"> • Performance (4.4) • Information sharing (4.3) • Shared responsibility (4.3) • Innovation (4.3) | <ul style="list-style-type: none"> • Information sharing (4.0) • Self-efficacy (4.0) • Performance (3.5) • Trust (3.4) |

Regardless of the similarities and differences in response patterns between the cases, certain outcomes frequently received higher credit from all the respondents from both cities: self-

efficacy (5), information sharing (4), performance (4), shared responsibilities (3), trust (3), and collaboration (3).

Table 9-4 Summaries of Contextual Roadblocks to Collective Action Systems

| Case | Significance | Nonprofit | Public | Semi-public |
|---------|--------------|--|---|--|
| Incheon | Factor | <ul style="list-style-type: none"> Lack of local consensus Pressure from the public organizations Budget deficiency | <ul style="list-style-type: none"> Procedural difficulty of collaboration Problematic immigrants Negative image of immigrants | <ul style="list-style-type: none"> Lack of support from the local society⁷ Budget deficiency Procedural difficulties of collaboration |
| | Non-factor | <ul style="list-style-type: none"> Problematic Immigrants | <ul style="list-style-type: none"> Resistance to collaboration | <ul style="list-style-type: none"> Negative image of immigrants Distrust between immigrants and local organizations |
| Ansan | Factor | <ul style="list-style-type: none"> Lack of organizational technique and skill Lack of support from local society Lack of local consensus Resistance to collaboration Negative image of immigrants | <ul style="list-style-type: none"> Negative image of immigrants Other social problems Budget deficiency Lack of local consensus | <ul style="list-style-type: none"> Pressure from the public organizations Lack of support from local society Budget deficiency Other social problems |
| | Non-factor | <ul style="list-style-type: none"> Lack of information about local organizations | <ul style="list-style-type: none"> Lack information about local organizations Procedural difficulty of collaboration Resistance to collaboration | <ul style="list-style-type: none"> Procedural difficulty of collaboration Resistance to collaboration Lack of local consensus Lack of organizational techniques and skills |

With regard to the contextual roadblocks to collective action systems, key participants of each city seemed to experience distinctive impediments based on their field involvement history, experience, and knowledge, as well as the size and maturity of their overall collective action system. Yet, despite the differences in response patterns between cases, some factors were frequently identified as significant hindrances of collective systems: budget deficiency (4), lack of local consensus (3) lack of support from the local society (3), negative image of immigrants (3), procedural difficulty of collaboration-*Incheon* (2), pressure from the public sector (2), other social problems-*Ansan* (2). In addition, the most frequently identified nonfactors were: resistance

to collaboration (3), lack of information about local organizations-Ansan (2), procedural difficulty of collaboration-Ansan (2). These impediments to collective action systems commonly identified in both cities provide important information about what to control or resolve through policy intervention in order to enhance the value of complexity and dynamics inherent in collective action systems in immigration and multiculturalism policy and practice.

9.5 POLICY FEEDBACK

9.5.1 Shared Understandings and Distinctive Perspectives on Local Collective Action Systems

The local organizations commonly expressed the necessity of local collective action systems in the policy arena. Yet, the actual establishment, stabilization, and development of collective action systems were affected by whether the local organizations approached it as the means or the goal. To some organizations, the collective action systems were the means by which they could achieve their collective and individual goals, but to others, the collective action system became the main goal in itself.

For local immigrant-serving nonprofits, establishing collaboration or collective action was not their ultimate goal. However, collective action is a method to promote the rights and lives of immigrants in South Korea. At the superficial level, these organizations work together to overcome limitations such as the lack of budget, staff, ideas, or power of individual organizations. Yet, at the fundamental level, they work together because they share the same value orientation and pursue common goals defined by those values. This is why these small-

sized local immigrant-serving nonprofits refused to collaborate with other organizations that did not share those goals, even if the other organizations could have provided resources and skills that they needed at the moment.

For local public organizations, establishing a local network system became both the means *and* the goal. After the first master plan for immigration and multiculturalism policy was implemented in 2008, local government faced physical and financial limitations in expanding their internal organizational structure or staff to carry out all the programs required by the plan. Accordingly, collaboration with local organizations, through outsourcing or contracting out, was the main solution and method to deliver diverse services to immigrant and multicultural families. In addition, networking and establishing a local commission for multiculturalism became an organizational objective under the current administrative system. Since the early 2000s, ‘network governance’ became a well-known administrative concept in the public sector in South Korea. In fact, networking was formally included as one of tasks whose performance was evaluated and reflected in the budget in the following years. Therefore, as the administrative system extended to the policy arena, establishing some qualified format of network system in the arena came to be regarded as an administrative objective.

For other nonprofits, most of which had recently emerged in the policy arena, joining the major field of the collective action system became the means to stabilize their positions in the action arena. Even if they had expertise in providing certain social services, for the most part, they did not have a sufficient level of information or understanding of issues relevant to immigrants in South Korea. In addition, since their previous working arena had fully matured and was now highly competitive, by joining the collective action system, they could seek new opportunities and resources from the policy arena. Thus, these newly emerging local

organizations were able to improve their organizational capacity, find new opportunities, and build their reputation by working with others.

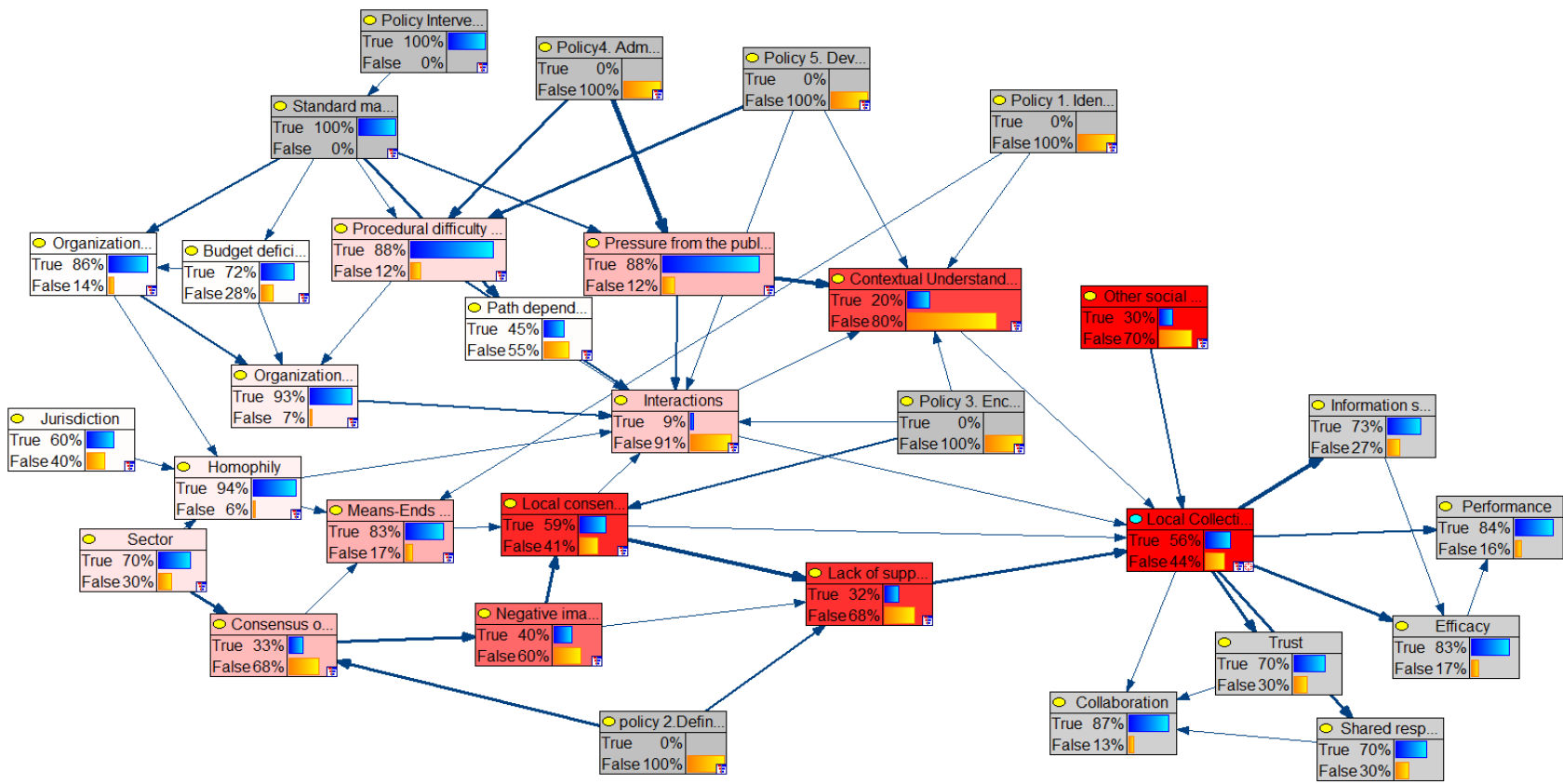
9.5.2 Modeling Complexity and Dynamics of Collective Action Structures, Processes, Outcomes, and Values

Holding distinctive perspectives towards collective action and hoping to establish collective action systems, diverse local organizations worked together with other organizations in complex and dynamic manners. Based on their needs and desires, local organizations initiated interactions with other organizations with different capacities and from diverse sectors and jurisdictions. Through iterative interactions, the organizations constantly ascertained their potential partners' orientation, purposes, means, and goals of acting together. In addition, as they worked together over time, they adapted, stabilized, developed, reinforced or terminated their partnerships with other organizations. These iterative interactions and selection processes among diverse participants resulted in structural and procedural complexity that reinforced, facilitated, or encumbered the emergence or change in collective action systems. As a result of the collective action structure and processes, conflicts, organizational dropouts, or contextual roadblocks emerged in the contextual environment. At the same time, collective action structure and processes produced some desired outcomes that enhanced the value of the collective action systems.

The Bayesian Model in Figure 9-5 below depicts the details of how the interdependent relationships among contextual, structural, and procedural factors led to collective action system outcomes. First, this model generally depicts the influence of the contextual environment on the collective system. In particular, the model emphasizes the influence of national policy

intervention on all factors of the collective action system. Second, the model includes interlocking relationships among the structural factors of the collective action systems. Multiple variations of participants—sectors, jurisdiction, types of services, and system durations—constructed overall system variations. Then, the system variations had some influence on the patterns of interaction and selection among the diverse participants. In addition, patterns of interaction among the participants influenced the patterns of selection. Third, the model represents the influence of relationships among participants, their collective sense-making processes, and underlying collective action mechanisms. Lastly, the model connects all these contextual, structural, procedural, and perceptual factors to the emergence of local collective action systems, and the outcomes of the systems.

Representing the complex and dynamic inter-dependent factor relationships, this Bayesian network model helps to understand and harness the collective action systems. The model identifies information about influence relationships among varied factors and local collective action system. For example, this model could help participants or coordinators of the system estimate the possible results of their potential manipulations on certain factors of collective action systems. In these ways, the model can support administrative and policy decisions of what to do in order to improve the value of existing collective action systems in the policy arena.



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 Colors of arcs are based on the relationship types:
 Requirement
 Cause
 Inhibitor
 Barrier

Figure 9-5 Bayesian Network of Procedural and Structural Complexity and Dynamics of Collective Action System and Perceived Value of the Collective Action

System⁶⁷

67 Probabilities of factor parameters were identified either by the average values of numeric findings—factors of structural complexity and dynamics, outcomes and contextual roadblocks—or by the subjective judgment based on observation of qualitative data—contextual environment and procedural complexity and dynamics, and underlying mechanisms

9.5.3 Policy recommendations

Despite the tension and conflicts due to the recent change in the systems, diverse local participants are still aware of the necessity of developing effective local collaboration systems in the policy arena. However, they are hesitant to act since it has not been easy for them to understand and coordinate the complexity and dynamics of collective action systems. Therefore, with respect to the current incumbency and the fundamental obligation of creating public value, I suggest that the public sector take responsibility for the coordination of the local collective action systems.

In particular, I believe that the adaptation of administrative behaviors and the attitudes of local public officials can have a significant impact on local collective action systems. Even if the official roles of local public servants were bound by the higher institutions and formal systems, they played the boundary-spanning roles between initial local collective action systems and the formally restructured systems. In addition, their action led to either reinforcement or transformation of existing field relationships among diverse organizational participants. Therefore, I suggest policy recommendations that local administrative or policy-decision makers can adopt in order to improve and facilitate the local collective action system in local immigration and multiculturalism policy and practice.

First and foremost, the officials need to identify the strengths and weaknesses of local organizations, including their own. Many local organizations already built knowledge and expertise in practice, but not in administrative and policy-procedures. In addition, these organizations have actual contact points with immigrants in practice, but not with many other funding or supporting sources. Once the public sector identifies the strengths and weaknesses of

the local organizations, public officials would know what and what not to support and facilitate to enhance the value of collective action systems.

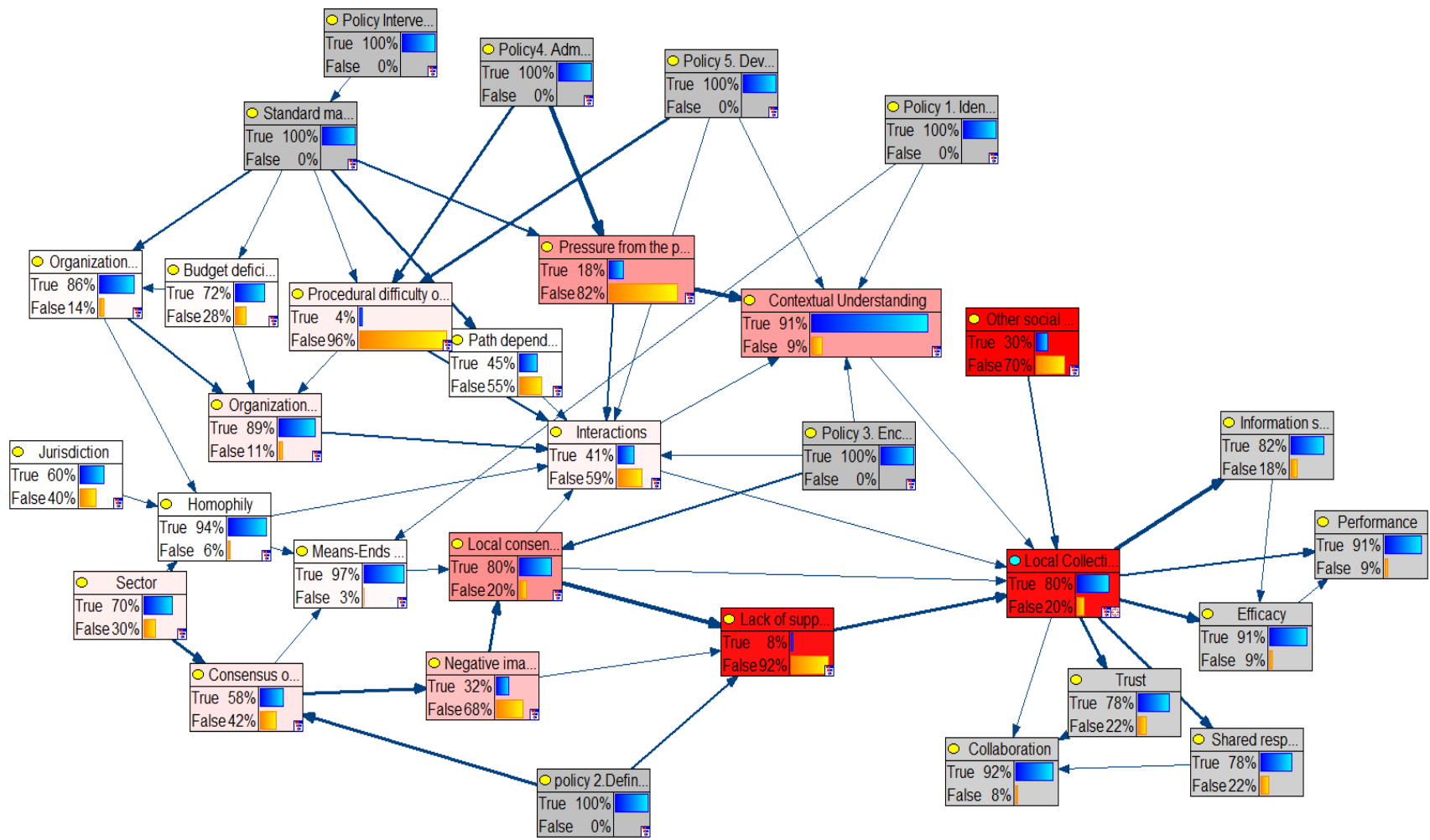
Secondly, in order to play a coordinating role, local public organizations should clearly define the core purpose and goals of local collective action systems. The purpose and goals of collective action then need to be shared with all entities in the action arena. However, the disclosure of purpose and goals are different from the disclosure of performance indicators or measures used to select and maintain their outsourcing organizations. The purpose and goals should be designed to encourage collective action systems and coordinating the expectations and orientations of diverse organizations. By sharing purposes and goals, the local public authorities can minimize both current and potential misunderstandings and tensions among the diverse organizations and achieve the necessary level of consensus for collective action.

Third, local officials need to encourage a ‘double-loop learning system’ (Argyris, 1977) in which different local organizations freely speak and learn about their and other’s core values, expectations, and orientations of collective action. Then, the local public organizations should coordinate collective decision making processes on whether the expressed ideas can be compromised, accepted, updated or revised in response to local situations. Through this process, the public organizations will be able to deal with perceptual impediments to collective action systems, such as ‘lack of consensus’, ‘lack of support from local society,’ and ‘negative image of immigrants.’ In addition, this process would enable public organizations to ease tensions due to value differences as well as to encourage those value-oriented immigrant-serving organizations to work together with the local collective action system.

Fourth, local authorities need to revise the means, methods, and procedures to manage and coordinate collective action systems. Here, expertise in administrative and policy roles can

shine. Through providing administrative or policy assistance and training, they can minimize the perceptual burdens and impediments of ‘procedural difficulties in collaboration.’ By providing more assistance in the process rather than focusing on quantifiable performance or outputs, the public servants can reduce the hindrance of ‘pressure from the public’ on local collective action systems. In addition, by supporting and organizing an open forum for communication and interactions, they can facilitate diverse local organizations to get to know each other. If these opportunities were consistently and frequently provided, local organizations could build social or professional capital and develop collective support systems that might overcome other challenges to the collective action system.

Lastly, local public officials need to develop the ‘common knowledge base’ (Hess & Ostrom, 2005) necessary to institutionalize these alternative actions and ideas in their systems. Whether they wanted to stay in the contextual environment or not, the public officials at some point had to leave their field positions in conformance with the position rotation system applied throughout the public sector in South Korea. Whenever the positions were replaced, most of the previous field knowledge, experience, and social capital that the previous official established were reset. New officials who lacked field knowledge usually faced criticism from local organizations since they made decisions based on their only reference available at the moment—standard administrative or managerial protocol. Then, perceiving the criticism as unwarranted, new officials often created ‘defensive routines’ (Argyris, 1992), eliminating any local organization that expressed criticism from the collective action system, and restructuring the system structures and processes with more controllable or manageable organizations.



This file was exported from QGele.
 Colors of arcs are based on the relationship types:
 Requirement
 Cause
 Inhibitor
 Barrier

Figure 9-6 Bayesian Network of Policy Recommendations and Enhanced Value of the Collective Action System

In order to prevent these vicious cycles from being repeated in every rotation term, and to enhance the value of the local collective action systems, public officials in field positions should take the responsibility to link their formal and informal field relationships and knowledge, and transmit these to the successors in their positions. Having this practical knowledge in making administrative and policy decisions, new officials could not only continue what had been already in practice, but also enhance the value of local collective action systems.

9.6 SUMMARY AND CONCLUSION

This chapter evaluated outcomes of the current collective action systems. Then, based on the accumulated findings from all preceding analyses, I derived a list of administrative and policy actions that local public officials can utilize to enhance the value of collective action systems. Results indicated conflicts and disagreements among diverse participants due to their different orientations or perspectives towards collaboration. However, participants commonly agreed with the necessity of local collaboration in order to achieve both common and individual goals in the policy arena. Understanding both the value and necessity of local demand on collaboration, and given the constraints or impracticality of updating the whole immigration and multiculturalism system of South Korea, I rather suggested policy alternatives at the local level, i.e., the ways to adapt the roles of local government as a coordinator of local collective action systems. Then, I demonstrated how the adaptation would enhance the value of complexity and dynamics of collective action systems.

10.0 CONCLUSION

Let us labor for that larger and larger comprehension of truth, that more and more thorough repudiation of error, which shall make the history of mankind a series of ascending developments.

-H. Mann, Thoughts, 1867, p. 240

In this chapter, I conclude the study and suggest directions for future research. I first summarize the study findings and significance. Second, I discuss contributions of this study by revisiting the main objectives of this study presented in chapter 1. Third, based on careful review of questions left unanswered, directions for future research are suggested. Fourth, concluding remarks of the present study are provided.

10.1 OVERVIEW AND SIGNIFICANCE OF DISSERTATION

This dissertation examined the complexity and dynamics of collective action systems asking: how and why collective action emerges in policy and practice, and how it changes over time. This study directly addressed ongoing limitations in collective action research and contributed necessary evidence and inferences to the research arena.

Concepts, Theoretical Framework, and Research Questions: In chapter 2, I devised a theoretical framework that provided multiple methods to approach the complexity and dynamics

of collective action systems. I incorporated theories of structure—complex adaptive systems and social networks—and theory of fields (Fligstein and McAdam, 2012) into the basic structure of the institutional analysis and development framework (Ostrom, 2005). The theoretical framework proposed four processes of interest in examining the complexity and dynamics of collective action systems: (1) contextual environment of collective action systems; (2) structural complexity and dynamics of collective action systems, including variation, interaction, and selection; (3) procedural complexity and dynamics of collective action systems, i.e. Meso-level social order; and (4) outcome evaluation and policy feedback to support policy and administrative decisions to enhance the value of collective action systems. On the basis of the theoretical framework, this study explored the details of the collective action systems.

Research Design and Methods: In line with the objective aiming for systematic and empirical investigation, in chapter 3 I designed a comparative Small-N case study with two cases, Incheon metropolitan city and Ansan city, representing collective action systems in immigration and multiculturalism policy and practice in South Korea. I employed the strategies of longitudinal within-case analysis and cross-case comparisons to overcome the inherent limitations of the Small-N case study method and to provide more powerful analytic conclusions (Yin, 1994). Based on examinations of the strengths and weaknesses of various methods, I proposed the use of mixed data collection methods, including network coding based on content analysis of nine different local newspapers for 12-year periods, semi-structured interviews and perception surveys with domain field experts, and reviews of multiple sources of documentation. In addition, this study adopts multiple analytical methods, including documentary analysis, descriptive dynamic network analysis, statistical modeling of network dynamics, qualitative analysis, decision analysis, and descriptive statistics.

Contextual Environment: As the first step in following the four processes of interest, in chapter 4 I investigated immigration and multiculturalism policy and practice in both cases to reveal the contextual environment within which the systems emerged and evolved. With regard to polycentricity and multiplexity, I first explored the policy and practice at the national level, and then I explored those at the city level. Findings indicated that the national policy and practice reinforced, regulated, and instructed the local contextual environment. However, distinctive local conditions, such as constellations of immigrant populations and existing policy experiences, created distinctive contextual environments for collective action systems in each city.

System Variation: In chapter 5, I explored the details of system variations of participants—the fundamental building block and potential source of the varied outcomes of collective action systems (Axelrod and Cohen, 2002). The system variations were measured in terms of size, attributes, and system duration of participating organizations, actual agents of the collective action system. Both static variations of the participants at all-time slices and details of longitudinal system variations were investigated. Noticeable similarities and differences in system variations, especially after policy interventions in 2008, between the two cases indicated the level of sensitivity of local systems in the given contextual environment. In addition, the findings about organizational duration indicated the possibility of central or leading organizations' having a strong impact on the collective action system structures in both cities.

Complex and Dynamic Interaction Patterns: In chapter 6, I examined how those diverse building blocks shaped the structural complexity and dynamics of collective action systems in the given contextual environment. Findings demonstrate that overall, participants were loosely connected to other organizations. Yet, at the core of the main structure, limited numbers of participants were tightly interconnected to one another. The dynamic network maps reveal the

impact of the policy intervention in 2008 on the changes in structural complexity and dynamics of collective action systems in both cities. Differences in the patterns of dynamic network measures between the cases confirmed that the practice of the Incheon case were more sensitive to the national policy intervention after 2008 than that of Ansan city.

Complex and Dynamic Partner Selection Patterns: As the last step of analyzing the structural complexity and dynamics of collective action systems, in chapter 7, I examined the basis upon which these diverse participants selected their interaction partners over time. In particular, using statistical modeling techniques exclusively designed for the analysis of network data, the antecedents of partner selections and the impact of antecedents on the tie formation of the overall collective action network structure were analyzed. Findings demonstrate that, in both cities, network tie formation processes were commonly affected by: 1) path-dependency; 2) homophily association; and 3) organizational attributes. Minimal differences were observed between the cases, such as stronger path-dependent tendencies in the tie formation processes of Ansan, and the prevalence of homophily-based selections in Incheon.

Procedural Complexity and Dynamics: In chapter 8, I investigated why the complex collective action system emerged and changed in the given contextual environment. Applying propositions of the theory of fields (Fligstein and McAdam, 2012), I traced the paths and mechanisms of emergence and change in intra/inter-field relationships, documented by qualitative data from semi-structured interviews and documentation reviews. Despite the differences in the detailed evolutionary paths, overall findings typically indicated that collective action was shaped and reshaped based on how different participants perceived the current/expected social contexts, collectively made sense of their contexts, and situated their actions to achieve their common goals (Fligstein and McAdam, 2011, 2012).

Outcome Evaluation and Policy Feedback: Lastly, in chapter 9, I evaluated the values of current collective action systems in immigration and multiculturalism policy and practice in order to provide pragmatic policy feedback. In particular, I examined both outcomes and contextual roadblocks of current systems. Findings indicated that there were conflicts and disagreements among diverse participants due to their different orientations and values of collaboration in their respective contexts. However, participants commonly agreed with the value of the current collective action system as well as the necessity of collaboration. Yet, given the constraints of updating the whole immigration system of South Korea, I emphasize the roles of local governments. Specifically, I developed a policy decision support model that can help local policy and administrative decision makers understand and harness the local collective action systems. In addition, I suggested guidelines for local policy or administrative decision makers to enhance the value of collective action systems in the policy arena.

In summary, the significance of the findings of this dissertation emerged through the progressive investigation and explanation of the causes, processes, and effects of collective action in a social policy and relevant daily practices. This dissertation provides significant evidence-based policy recommendations that can be adopted and utilized in actual policy and administrative decision-making to coordinate and harness the local collective action system emerging in immigration and multiculturalism policy and practice.

10.2 CONTRIBUTIONS OF THE DISSERTATION

In opening this dissertation, I reviewed the current status and limitations of collective action research and outlined 6 main research objectives listed below:

- **Objective 1.** To explore aspects of the ‘complexity and dynamics’ of collective action
- **Objective 2.** To explore collective action in an everyday social policy arena
- **Objective 3.** To empirically investigate the complexity and dynamics—emergence, stability, and change—of collective action systems
- **Objective 4.** To identify the underlying mechanisms of the complexity and dynamics of collective action systems
- **Objective 5.** To trace the interdependence among multiple institutions and collective action structures and processes
- **Objective 6.** To evaluate the value of current collective action systems and to provide a pragmatic policy decision support model that can enhance the value of collective action systems

These objectives can be grouped into four basic categories: new policy field (objective 2), research inquiries (objectives 1 and 5), methodologies (objective 3 and 4), and policy and practice (objective 5 and 6). Accordingly, this dissertation contributes to four basic perspectives. First, I explored the new field and issue of collective action. Second, I developed and applied a comprehensive theoretical framework to raise new research inquiries. Third, I examined the methodological contributions of this dissertation in terms of mixed data collection methods and multiple analytic methods. Lastly, I explored the contribution of this dissertation to immigration policy and practice. Each contribution is addressed below.

10.2.1 Expansion of Research Field

This study provided an empirical study of collective action systems in immigration and multiculturalism policy and practice in South Korea. The majority of collective action studies conducted in policy fields—common pool resources, or public goods—embed strong conditions of success or failure of collective action, and focus on explaining how these conditions were utilized or controlled in collective action and what kinds of social outcomes were produced by the observed actions in those policy fields. Yet, the limited amount of collective action research explored social policy arenas that do not provide such extreme conditions, but rather reflect the characteristics of daily life. Therefore, by exploring collective action systems emerging from the policy arena, this study expands the field arena of collective action research to more genuine day-to-day social phenomena. With respect to the major presence of western contexts in immigration and multiculturalism research and collective action research, adding the case of South Korea can also increase knowledge and information about non-western contexts in both research arenas.

10.2.2 Fresh Research Inquiries and Theoretical Contribution

This dissertation brings important but less explored research inquiries in collective action research and provides an appropriate theoretical framework to initiate new research inquiries. First, this dissertation focuses on understanding the complexity and dynamics of collective action systems. Second, the present study investigates the roles and effects of *de jure* policy intervention on the evolutionary processes of collective action systems.

In addition, this dissertation provides a theoretical framework that includes several theoretical approaches: institutional analysis and development framework (IADF), theories of

complex adaptive systems and social network as well as the theory of fields. This comprehensive framework provides theoretical support for understanding the complex and dynamic collective action structures and processes and the impact of policy interventions on collective action systems. In particular, applying IADF as the basis of the theoretical framework, the study investigated collective action systems with vantage points, i.e., as outcomes of macro contexts including policy intervention, causes of social outcomes and systems. Then, by applying theories of complex adaptive systems and social networks, and the theory of fields to specific parts of IADF, this dissertation explained the detailed structural and procedural patterns of collective action systems. Application of the theoretical framework allowed the detailed investigation of collective action systems in immigration and multiculturalism policy and practice.

10.2.3 Methodological Contribution

Given the limitation and potential bias of single method utilization, this dissertation utilized a mix of strategies for case study design, mixed methods for data collection, as well as multiple analytic methods to inquire into the complexity and dynamics of collective action systems in policy and practice. First, through utilizing mixed strategies between longitudinal within-case analysis and cross-case comparisons for the case study design, this study was able to locate similar environments for testing or controlling variables to make valid observations of structural and procedural complexity and dynamics of collective action systems over 12 consecutive years. Second, this study used mixed methods for data collection from varied information sources: documentation review, network coding, semi-structured interviews, and perception surveys. Utilization of mixed data collection methods allowed this study not only to measure the diverse aspects of collective action systems, but also to triangulate the information. In this way, the

mixed methods for data collection raised the validity and reliability of this study. Lastly, I utilized five different analytic methods to model and test different aspects of collective action systems in immigration and multiculturalism policy and practice: documentary analysis, descriptive statistics, descriptive dynamic network analysis, statistical modeling of network dynamics, qualitative data analysis, and decision analysis. These multiple methods shed light on modeling complexity and dynamics, and overcame the limitation of linearity-based statistical modeling methods. In addition, different combinations of analytic methods produced the same substantive findings and conclusions about collective action systems, and hence increased confidence in the validity and reliability of the findings (Singleton and Straits, 1999).

10.2.4 Contribution To Policy and Practice

Beyond making the contribution of expanding the current status of collective action research, this study provides multiple policy implications for organizational actors engaged in collective action systems in immigration and multiculturalism policy and practice.

First, this study provides significant information about what needs to be done. Empirical findings of this study provide information for both current and potential organizational actors about the overall background, causes, effects, and mechanisms of collective action systems. From this study, both current and potential organizational participants cross-compared the identified purpose, goals, needs, and action patterns of collective action systems with those they understood, based on their perceptions before they made any decisions.

Second, based on these findings, this study suggests detailed policy action strategies that local public servants and decision makers can use in making and implementing policy decisions. In addition, this dissertation provides a practical policy decision model for supporting those

policy actions. The model will enable local policy makers and public administrators to understand and improve the capacity of local collective action systems in the policy arena. After simulating impact of manipulating key parameters of the current system and comparing the results with the current value of collective action or vice versa, local policy makers could identify ways to coordinate and enhance the value of collective action systems.

Third, the findings and practical support of this study call upon the organizations involved in immigration and multiculturalism policy and practice at multiple levels. Given the increasing level of common understanding of both the limitations of individual action and the increasing power of collective action, it would not be difficult to achieve successful coordination of diverse participants. However, in the processes of coordination, heterogeneous participants need to define and share their common goals, why they are working together for what purposes, rather than what benefits they could get out of collaboration. In the process, diverse organizational actors could realize how their individual attitudes, approaches, purposes, values, and decisions toward collective action would either enhance or impede the value of collective action systems.

10.3 QUESTIONS LEFT UNANSWERED AND FUTURE RESEARCH DIRECTIONS

While this dissertation contributes substantially to the development of collective action research as well as to the research field of immigration and multiculturalism policy and practice, additional questions arose during the course of research.

First, the findings from statistical modeling of dynamic networks provide insight into the antecedents driving complex patterns of tie-formation among diverse organizations, and the

important role of path-dependency, homophily, and organizational attributes in observed collective action systems over time. Yet, the longitudinal network data was recoded as binary and undirected data, and the dynamic processes were inferred, based on changes in the values of discrete models for each time slice. Thus, moving beyond these findings, future research can utilize the stochastic actor-oriented models that produce value for actual network dynamics by paying careful attention to recoding the direction and frequency of interactions among participants of collective action systems in the network coding process.

Second, due to the limited number of perception surveys, findings from outcome evaluation only provide descriptive statistics rather than making causal inferences about the factors and outcomes of collective action systems. Future studies may conduct population surveys with identified organizations engaged in collective action systems, or with a sufficient number of stratified samples that represent the collective action systems, and test a network consequence model in order to make causal inferences about the association between factors of collective action systems and those outcome variables.

Third, by developing a decision support model and recommending corresponding policy actions of policy or administrative decision makers, this study provides pragmatic support to policy processes. Yet, the values of the model parameters need to be constantly updated since subjective probabilities observed from qualitative data were assigned to some factor parameters. In addition, a graphic user interface model has not been provided. Future studies may identify and update the approximate values of factor parameters by either by simulating or measuring the approximate values. In addition, receiving technical help from computer programmers, researchers can provide an approachable graphic user interface that connects the Bayesian

network model with updated parameters and let the user explore the model in more convenient ways.

Lastly, this study examined the collective action systems in immigration and multiculturalism policy and practice in South Korea. Thus, the question arises with respect to the generalizability of the findings about cause, process, effect of collective action, or the uniqueness of these findings to the given context. To increase the confidence in the external validity of the study, it can be replicated with a case located in different context. A potential case could be selected from the United States or one of the Western European countries that have a longer history and more experience with collective action as well as immigration and multiculturalism. Or a future study may replicate the same study with cases located in another social policy arena, such as complexity and dynamics of collective action in environmental or urban policy and practice.

10.4 CONCLUSION

The findings of this dissertation enhance our understanding of the causes, effects, roles, and functions of collective action in ordinary social policy and relevant daily practices. As this study has shown, collective action systems can be the source of innovation, resilience, exploration, improvement, prosperity, and solutions to the complex and ‘wicked’ social problems if well understood and coordinated. Thus, research on the complex structure, dynamic processes of collective action systems in social policy and practice should continue laboring for that ever larger comprehension of truth about the collective action systems and the ever more thorough repudiation of error by trying multiple methodologies. In that way, iterative and continual trials

and labors can contribute to making collective action systems work in solving many other complex and 'wicked' policy problems.

APPENDIX 1

INTERVIEW PROTOCOL

Organizational Introduction

1. 본 기관에 대해서 간단한 설명 부탁드립니다.
2. 이주민 (이주노동자, 이주여성, 새터민.사할린동포 등)을 위해 하는 주요 일/사업등은 무엇입니까 ?

Roles and functions of the organization in the network

3. 지역에서 이주민을 지원하는 기관(ngo, 정부, 지자체, 단체 등) 들 중 -----와 협력을 하는 기관들은 주로 어떠한 기관들인가요? (그럼 협력을 꺼리는 기관들은 주로 어떤기관들)
4. In which case has your organization worked/interacted with other organization(s)?
주로 어떤 경우나 상황에 그런 기관들과 같이 정보 또는 자원을 교환하거나 협력체를 이루시나요?(어떤경우에 꺼려지나요?)
5. For what purpose(s) has your organization worked/ interacted with other organization(s)?
주로 어떤 목적으로 다른 기관들과 같이 일해오셨는지요?
6. What have been the major tasks/actions of your organization while working with other organization(s)?
다른 기관들과 협력시, 본 기관의 주된 임무는 무엇이었나요?
7. In your judgment, what have been the strength(s) of your organization in working/ interacting with other organization(s)?

본 기관의 어떤점이 다른 기관들과 협력체를 이루어 이주민들을 지원하는데 강점으로 작용했다고 생각하십니까?

8. In your judgment, what have been the weaknesses of your organization in working/ interacting with other organization(s)?

본 기관의 어떤점이 다른 기관들과의 협력체를 이루어 이주민들을 지원하는데 약점으로 작용했다고 생각하십니까?

Antecedents of emergence of the network

9. What were the operational practices of the overall interactions among those organizations and your organization?

-----과 다른기관사이의 협력이 이루어지는 과정상의 관행, 절차, 조건들은 어떤것들이 있고, 그 과정은 어떻게 진행되나요?

10. In your judgment, what has led to the operational practices?

(E.g. meetings and discussions, sharing knowledge and information, setting common goals, trusting and respecting one another...)

어떤 면이 협력체를 이루는 과정가운데 그런 관행이나 절차들을 야기했다고 생각하시나요?

11. In what ways have the overall interactions and working processes among those organizations developed?

다른 기관들과의 상호작용 및 협력 과정이 전반적으로 어떻게 구성/발전되어왔다고 생각하십니까?

Impact of immigrant-serving, inter-organizational networks

12. In your opinion, what have been the major benefits of working/ interacting with other organizations for providing immigrant-services? (in terms of efficiency and effectiveness)

이주민들을 지원함에 있어, 다른 기관들과의 상호 협력체를 이룸으로 부터 나오는 이익은 어떤 것들 이라고 생각하십니까?

13. Then, in your judgment, what benefits have emerged from these interactions? (E.g. mutual planning, support, and feedback, mutual responsibility and sanctions, collaboration, collectively learning and seeking new ideas...)

상호작용이나 협력의 어떤 측면들이, 그런 이익이 창출되는데 기여했다고 생각하십니까?

Contextual challenges

14. What have been the major challenges that your organization encountered while your organization was working/ interacting with this/these organization(s)?

다른 기관들과 협력 또는 협력을 위한 의사소통을 하는 과정에서 마주하게 된 주요한 어려움들은 무엇이었습니까?

15. Then, in your judgment, what factors have influenced the emergence of the challenges?

그렇다면, 이런 어려움들이 일어나게 된 요인은 무엇이라 생각하십니까?

(e.g. lack of local support from local government, university, business; formal mandate, pressure from external fund, disagreement among immigrant-serving organizations, competition among immigrant-serving organizations, lack of knowledge, mistrust, racial tensions, problem immigrants, resistance to collaborate, social problems of the city, etc.)

Shared norms, goals, and values

16. 다른 협력기관들과 본 기관이 공유하고 있는 목표, 가치, 규범등이 있다고 생각하십니까? 있다면 그에 대해서 말씀해 주시겠습니까?

17. In your opinion, what, if any, goals, norms, and values does your organization need to share with this/these organization(s) that you marked above?

만일 현재는 부재하지만 필요하다면, 현재-----이 추구하는 목표, 가치, 이상향들 가운데, 협력대상 조직들과 꼭 공유되어야 하는 것은 무엇이라 생각하십니까?

Recommendations for enhancing the networks

18. 일반적으로 이주민들의 한국사회 정착 및 생활을 지원하는 기관들 사이의 협력관계를 유지 또는 증진하고, 공통적으로 추구하는 바를 같이 달성하기 위하여 다른 기관들이 꼭 생각해봤으면 것들이 있다면, 조언해주실 수 있으신지요?

Thank you for talking with me, is there anything you would like to add?

이 인터뷰에 참여해 주셔서 감사합니다. 질문에 답하신 것 외에 보태고 싶은 부분이 있으십니까?

APPENDIX 2

NETWORK PERCEPTION SURVEY

Principal investigator: Jungwon Yeo .PhD. Candidate at *Graduate school of Public and International Affairs, University of Pittsburgh*

연구조사자: 여정원, 미국 피츠버그 공공국제행정대학원 박사수료

Title of Research: COLLECTIVE ACTION SYSTEMS IN IMMIGRATION AND MULTICULTURALISM POLICY AND PRACTICE: COMPLEXITY AND DYNAMICS OF INTER-ORGANIZATIONAL NETWORKS

연구제목: 이주민을 지원하는 기관들 사이의 협력네트워크

안녕하십니까 저는 피츠버그 행정대학원에 박사수료생 여정원입니다. 저는 현재 한국 및 미국의 이주민들이 사회에 정착하는데 필요한 서비스를 제공하는 기관들 사이의 협력 네트워크에 대한 박사논문을 쓰고 있습니다. 저는 이 과정에서 15 년에 상당하는 문헌 조사를 통하여, 귀하가 시무하시는 기관이 지역 네트워크에서 상당히 중요한 역할을 하고 있는 것을 발견하였습니다. 현장에서 집무하시며, 직접 문제를 다루시는 귀하의 조직에 대한 정보와, 그 지역 조직과의 협력 발전 및 도모를 위한 방안에 대하여 귀하의 조직이 추구하고, 노력하시는 바에 대한 정보가 이 연구에 있어서 상당히 중요한 부분이 될 것이라 생각하여, 정보를 구하고자 연락을 하였습니다.

정보수집의 단계는 두차례에 걸쳐서 이루어집니다. 첫번째는 대략 20-25 분 정도 소요되는 질문지이며, 두번째는 45-60 분 정도 소요되는 면담입니다. 위의 정보수집 절차에 의해 수집된 정보 및 자료는 다른 조직에 공개되지 않으며, 오직 수집된 모든 자료의 전체적인 유형 및 분석의 결과만이 본인의 박사연구 논문의 부분으로 제공됩니다. 설문 및 면담에 따른 직접적인 유익은 없지만, 설문 및 면담의 결과는 이민자서비스를 제공하는 조직에 대한 사회의 이해도를 높이는 데 많은 영향을 미칠것으로 기대하고 있습니다.

설문 및 면담에 참여하신이후 추가적으로 궁금한 점이나 설문과 인터뷰 결과에 대해서 알고 싶으시면 전화번호 +82 (10) XXXX- XXXX (S. Korea), +1 (412) XXX-XXXX(the states), 또는 이메일 XXX@pitt.edu 으로 연락을 주십시오. 빠른시일내에 답변드리겠습니다. 다시한번 참여해주셔서 감사합니다. 다음장부터 설문지가 시작됩니다.

Best Regards,
Jungwon Yeo
PhD candidate, University of Pittsburgh

Surveys and Interview questionnaires

Informal interactions and transactions exist among organizations of all types.

This set of questions asks you to reflect on various relations formed among local organizations in your area. These questions will provide you with a list of local organizations. You may interact with a few of these organizations quite frequently, while others your organization may not interact with at all. In the next three sets of questions we are interested in understanding with which organizations you interact with and the frequency or strength of those interactions. Please note that your organization's name will appear on the list. You can simply skip the row containing your organization's name.

이하의 질문들은 현재 이지역의 기관들사이에서 일어나는 다양한 관계에 대해서 묻고 있습니다. 이하의 질문은 지역기관의 목록을 제시하고 있습니다. 당신이 속한 기관은 제시된 기관들 중 몇몇과 자주 소통하는 반면, 어떤 기관들과는 전혀 소통하지 않을 수도 있습니다. 다음에 이어지는 질문들은 당신이 속한 기관이 어떤 기관들과 얼마나 자주 소통하며, 그 소통의 정도가 어떠한지 측정하고 이해하기 위해 제시되었습니다.

1) Please indicate the organizations with which your organization casually communicates or interacts with, even without specific purposes or objectives. These are organizations with which your organization feels comfort to talk and share information with. Only for these organizations, indicate the level of closeness of the relationship. 제시된 기관들 목록중에 당신이 속한 기관이 평상시 소통하는 기관을 파악해 주십시오. 이는 당신이 속한 기관이 정보를 공유하고

이야기하는데 거리낌없는 기관을 칭하며, 아무런 목적없이 소통하는 기관의 경우도 해당합니다. 해당되는 기관들과 당신이 속한 기관과의 관계의 정도를 표시해 주십시오

| | Just acquaint 그냥 어느정도만 아는 기관 | Slightly close org 조금 소통하는 기관 | Fairly close 어느정도 소통하는 기관 | Close org 가까이 소통하는 기관 | Especially close org 굉장히 자주 소통하는 기관 |
|----------------|--|--|---|---------------------------------------|--|
| Organization1 | [] | [] | [] | [] | [] |
| Organization2 | [] | [] | [] | [] | [] |
| . | [] | [] | [] | [] | [] |
| . | [] | [] | [] | [] | [] |
| Organization n | [] | [] | [] | [] | [] |

2) Please indicate the organizations with which your organization communicates with to seek information, knowledge, technology, advice, or resources. Work-related advice may concern information or resources on ways to strengthen practices or ideas, organize events, develop immigration service programs, or other services. Only for these organizations, indicate the frequency of interactions. 당신이 속한 기관이 정보, 지식, 기술, 도움, 및 자원을 구할 때

의사소통하는기관을 파악하시고, 해당하는 기관들에만 의사소통의 빈도를 표시해 주십시오

| | Never 전혀 | A few times a year 연중 몇 차례 | Monthly 매달 | Weekly 매주 | Daily 매일 |
|----------------|-------------|----------------------------------|---------------|--------------|-------------|
| Organization1 | [] | [] | [] | [] | [] |
| Organization2 | [] | [] | [] | [] | [] |
| Organization3 | [] | [] | [] | [] | [] |
| . | [] | [] | [] | [] | [] |
| . | [] | [] | [] | [] | [] |
| . | [] | [] | [] | [] | [] |
| Organization n | [] | [] | [] | [] | [] |

3) This question now asks which organizations come to your organization for advice or resources. With regards to organizations which come to your organization for advice or resources and to discuss professional matters related with immigrant service provision and production. 본 질문에서는, 당신이 속한 기관에 자문 또는 자원을 구하기 위해서 오는 기관들에 대해서 묻고 있습니다. 해당하는 기관들에 대하여, 그 기관들이 당신이 속한 기관을 찾아오는 빈도를 기록해 주십시오.

| | Never 전혀 | A few times a year 연중 몇 차례 | Monthly 매달 | Weekly 매주 | Daily 매일 |
|----------------|-------------|----------------------------------|---------------|--------------|-------------|
| Organization1 | [] | [] | [] | [] | [] |
| Organization2 | [] | [] | [] | [] | [] |
| Organization3 | [] | [] | [] | [] | [] |
| . | [] | [] | [] | [] | [] |
| . | [] | [] | [] | [] | [] |
| . | [] | [] | [] | [] | [] |
| Organization n | [] | [] | [] | [] | [] |

4) [Trust question] Which of the following organizations do you consider to be informal leaders among local immigrant-serving organizations incity? An informal leader may be some organization other organizations look up to and, while not holding an official/formal position of power, has the capacity to influence or lead the actions of other immigrant-serving organizations incity. Please select all that apply.

이하에 제시된 기관들 중에서 어떤 기관이 ---지역에서 비공식적 리더라고 생각하십니까? 비 공식적 리더란, 공식적 지위를 부여받지 않았음에도, ___지역에서 이민자들에게 서비스를 제공하는 다른 기관들에게 영향력을 미치는 기관을 의미합니다. 해당되는 기관에 표시해 주십시오.

- () organization 1
- () organization 2
- () .
- () .
- () organization n

5) How would you describe your organization?

당신이 속한 기관에 대해서 어떻게 설명하실 수 있습니까?

- Public sector 공공기관
- Nonprofit sector 비영리 기관
- Private sector 사기업
- Community organization 공동체 조직

6) Please check the services provided to immigrants by your organization:

당신이 속한 기관에서 제공하는 이민자 서비스에 해당하는 것에 표시해 주십시오

- Service 1
- Service 2
- .
- .
- Service n
- other

7) How many employees are there in your organization :

당신이 속한 기관의 직원(같이 일하는 사람)은 몇 명입니까?

- 1- 10
- 10-20
- 30-40
- 40-50
- Over 50

8) What percentages of your employees work voluntarily? _____

당신이 속한 기관에서 일 하는 사람중 자원 봉사자의 비율은 어떻게 됩니까?

9) What is the budget of your organization?

당신이 속한 기관의 연간 운영비는 어느정도 됩니까?

- Under U.S. \$10,000 천만원이하
- U.S. \$10,000 – \$ 25,000 천만원에서 이천 오백만원 사이
- U.S. \$ 25,000 - \$50,000 이천 오백만원에서 오천만원 사이
- Over U.S. 50,000 오천만원 이상

10) What percentage of your budget comes from government funding?

운영비 중 몇 퍼센트가 공공기관으로 부터 지원되고 있습니까

***Questions for major constructs**

11) Please mark the extent to which you agree with each of the following (information sharing): 다음 제시 된 사항에 대해서 당신이 동의하는 정도에 대해서 표시해 주십시오

| | Not at all 전혀아니다 | A little 조금 그렇다 | Some degree 어느정도 그렇다 | Quite a bit 상당히 그렇다 | A great deal 굉장히 그렇다 |
|---|---------------------|-----------------------|----------------------------|---------------------------|----------------------------|
| Immigrant serving organizations in this city share and discuss about immigrant services and programs with other immigrant serving organizations. 이 지역에서 이민자들을 돕는 기관들은 이민자들 서비스와 프로그램에 대해서 서로 상의하고 정보를 공유한다. | () | () | () | () | () |
| Experienced organizations provide guidance to small or new immigrant-serving organizations to provide or produce social services to immigrants. 이민자 서비스에 대해서 경험도가 높은 기관들은 소규모 또는 새로운 기관들이 이민자 서비스를 제공하는데 도움을 준다. | () | () | () | () | () |
| A continuous effort is made by existing organizations to support one another for better social service provision to immigrants. 지역의 기관들을 서로도와서 이민자들에게 더 나은 서비스를 제공하는데 노력을 가한다. | () | () | () | () | () |

12) How often does your organization usually have conversations with other immigrant-serving organizations about (communication): 당신이 속한 기관은 이민자 서비스를 제공하는 다른 기관과 아래의 사항에 대해서 얼마나 자주 의사소통 합니까?

| | Less than once a month 한달에 한번이하 | 2-3 times a month 한달에 두세번 | 1-2 times a week 한주에 한두번 | Almost daily 거의 매일 |
|--|------------------------------------|------------------------------|-----------------------------|-----------------------|
| What helps the success of immigrants' settlement 이민자들의 성공적 정착을 위한 사항들 | () | () | () | () |

| | | | | |
|---|-----|-----|-----|-----|
| Development of new immigrant service programs 새로운 이민자 서비스 개발하는 것 | () | () | () | () |
| Setting of common goals for immigrant service provision 이민자 서비스를 제공하기 위한 공동의 목적을 설립하는 것 | () | () | () | () |
| Organizing social events for immigrants in the city 지역의 이민자들에게 제공할 사회적 서비스들을 조직하는 것 | () | () | () | () |
| What kind of immigration issues are emerging in the city 지역에서 나타나는 이민자 이슈들이 어떠한 가에 대한 것 | () | () | () | () |

13) How often do your organization (inter-organizational collaboration):

당신이 속한 기관은 얼마나 자주

| | Never 절대 하지 않는다 | Once or twice 한번이나 두번 | 3-9 times 세번에서 아홉번 | 10 or more times 열번이상 |
|---|-----------------------|-----------------------------------|-----------------------------|--------------------------------|
| Observe other organizations' programs to provide feedback to other immigrant-serving organizations programs or events 다른 기관들이 이민자를 위해 제공하는 프로그램들을 관찰하고 피드백을 제공하십니까 | () | () | () | () |
| Observe other organizations' programs to get ideas for your organization's programs 다른 기관들의 프로그램을 검토하여, 당신이 속한 기관들의 프로그램을 개발하는데 아이디어를 얻습니까 | () | () | () | () |
| Work with other organizations to develop programs or social events for immigrants in your city 이민자들을 위한 프로그램이나 사회서비스를 개발하기 위해 다른 기관들과 같이 일하십니까 | () | () | () | () |
| Work on strategies for immigrant service provision and production with other organizations 다른 기관들과 같이 이민자 서비스 제공을 위한 전략을 개발을 위해 일하십니까 | () | () | () | () |
| Go over internal data about immigrant service provision and production with other organizations to make new program decisions 새로운 프로그램에 대한 결정을 내리기 위해, 다른 기관들에게 내부자료를 공개하십니까 | () | () | () | () |

14) How many immigrant-serving organizations in this city (shared responsibility):

이도시에서 이민자를 도와주는 기관들중 얼마나 많은 기관들이

| | None 없다 | Some 몇몇 | About half 반수 | Most 다수 | Nearly all 거의 전부 |
|--|------------|------------|---------------------|------------|---------------------------|
| Help maintain other immigrant-serving organizations in this city, not just their own organizations 자기기관이외에 이민자들을 돕는 다른 기관들을 도와줍니까 | () | () | () | () | () |
| Press each other to implement good practices in immigrant-service provision and production 이민자 서비스 제공을 위한 좋은 방안을 실행하는데 서로서로 이끌고 있습니까 | () | () | () | () | () |
| Feel responsible to help each other do their best 서로가 최선을 다하는데 상호간의 책임감을 느끼고 있습니까 | () | () | () | () | () |
| Feel responsible that all immigrants have a better quality of life in this city 이민자들이 이 지역에 정착하여 더 나은 삶을 살게하는데 책임감을 느끼고 있습니까 | () | () | () | () | () |
| Feel responsible when immigrants fail to receive social services 지역의 이민자들이 사회적 서비스를 받지 못하는 것에 대하여 책임감을 느끼고 있습니까 | () | () | () | () | () |

15) How many immigrant-serving organizations in this city (inter-organizational

perceptions):이지역에서 이민자 서비스를 제공하는 기관들중 얼마나 많은 기관들이

| | None 없음 | A few 몇몇 | About Half 반수 | Most 다수 | Nearly All 거의 모든 |
|--|------------|-------------|---------------------|------------|---------------------------|
| Set higher goals for helping immigrants in the city 이 지역의 이민자들을 돕기위해 더 높은 목표를 세우고 있습니까 | () | () | () | () | () |
| Are really trying to improve their immigrant-serving programs 더 나은 이민자 서비스 프로그램을 제공하기 위해 정말로 노력하고 있습니까 | () | () | () | () | () |

| | | | | | |
|--|-----|-----|-----|-----|-----|
| Can your organization count on to do what they say they will do 당신이 속한 기관이 하겠다고 말한 것에 대해서 믿고 의지하고 있습니까 | () | () | () | () | () |
| Are willing to spend extra time and effort to make the lives of immigrants in this city better 이 지역의 이민자들의 삶을 더 낫게 하기 위하여 더 많은 시간과 노력을 투자하려 합니까 | () | () | () | () | () |
| Implement good practices on immigrant service provision and production 이민자 서비스를 제공하기 위해 더 좋은 방법을 적용하고 있습니까 | () | () | () | () | () |
| Understand what is going on around immigrants in the city 이 지역의 이민자들에게 어떤 일이 일어나고 있는지 이해하고 있습니까 | () | () | () | () | () |
| Demonstrate knowledge of subject matter 특정 주제에 대한 지식을 제시하고 있습니까 | () | () | () | () | () |
| Communicate with immigrants 이민자들과 의사소통합니까 | () | () | () | () | () |
| Actively monitors the quality of their immigrant services 이민자 서비스들의 질을 지켜보고 평가합니까 | () | () | () | () | () |
| Carefully track progress in their immigrant service provision 이민자들에게 자신들이 제공하는 서비스의 발전사항을 정밀히 분석하고 있습니까 | () | () | () | () | () |
| Collaborate with other immigrant-serving organizations in the region 지역에서 이민자들을 돕는 다른 기관들과 협력하고 있습니까 | () | () | () | () | () |
| Develop rapport with immigrants 이민자들과 관계를 발전시키고 있습니까 | () | () | () | () | () |

16) Please mark the extent to which you agree with each of the following (innovation):

당신이 동의하는 정도를 표시해 주십시오

| | Not at all 전혀 그렇지 않다 | A little 조금 그렇다 | Some degree 어느정도 그렇다 | Quite a bit 상당히 그렇다 | A great deal 대부분 그렇다 |
|--|-------------------------|--------------------|-------------------------|------------------------|-------------------------|
| In this city, immigrant-serving organizations are continually learning and seeking new ideas | () | () | () | () | () |

| | | | | | |
|---|-----|-----|-----|-----|-----|
| for providing and producing better immigrant services 이 지역에서 이민자들을 돕는 기관들은 보다 나은 이민자 서비스를 제공하기 위해 지속적으로 학습하고, 새로운 아이디어를 찾고 있다 | | | | | |
| Immigrant-serving organizations are trying to improve their service provision and production 이민자들을 돕는 기관들은 그들이 제공하는 서비스의 질을 향상시키기 위하여 노력한다. | () | () | () | () | () |
| Immigrant-serving organizations are willing to take risks to provide better services to immigrant 이민자들을 돕는 기관들은 더 나은 서비스를 제공하기 위해 위험을 감수한다 | () | () | () | () | () |
| Immigrant-serving organizations are eager to try new ideas on providing immigrant-services 이민자들을 돕는 기관들은 더 나은 서비스를 제공하기 위해 새로운 아이디어를 시도하려 한다. | () | () | () | () | () |

17) This section asks you to rate your organization's level of agreement with the following statements concerning interactions and relations among immigrant-serving, inter-organizational networks (trust). 이번 질문들은 이 지역의 이민자를 돕는 기관간의 네트워크 내에서 일어나는 상호작용 및 관계에 대해서 당신이 속한 기관이 동의하는 정도를 측정하기 위함입니다.

| | I do not agree 동의하지 않는다. | I agree slightly 조금 도르이한 다 | I agree some what 어느정도 동의한다 | I agree quite a lot 상당히 동의한 다 | I completely agree 완전 동의한다 |
|--|-----------------------------|-------------------------------------|-----------------------------------|--|----------------------------------|
| Immigrant-serving organizations in this city trust one another 이 지역에서 이민자들을 돕는 기관들은 서로를 신뢰한다. | () | () | () | () | () |
| It is OK to discuss feelings, worries, and frustrations with other immigrant-serving organizations 이민자들을 돕는 다른 기관들과 감정, 걱정, 실망 등에 대해서 논의 하는 것에 아무런 문제가 없다. | () | () | () | () | () |
| Immigrant-serving organizations | () | () | () | () | () |

| | | | | | |
|--|-----|-----|-----|-----|-----|
| respect other organizations which take the lead in immigrant service improvement efforts 이민자들은 돕는 기관들은 이민자서비스의 질 향상을 위해 노력하고 이끌어가는 다른 기관들을 존중한다. | | | | | |
| Immigrant-serving organizations respect those immigrant-serving organizations which are experts in their immigrant service provision and production 이민자들을 돕는 기관들은 이민자 서비스를 제공하는데 전문적인 기관들을 존중한다. | () | () | () | () | () |
| Immigrant-serving organizations feel as if they are in competition with other immigrant-serving organizations in this city 이 지역에서 이민자들을 돕는 기관들은, 이민자들을 돕는 다른 기관들과 경쟁관계에 있는 것처럼 느끼고 있다 | () | () | () | () | () |
| Immigrant-serving organizations in this city typically look out for each other 이 지역에서 이민자들을 돕는 기관들은 서로를 찾는다 | () | () | () | () | () |

18) The following list of questions is designed to help us gain a better understanding of the kinds of things that create difficulties for immigrant-serving organizations in their immigrant service provision and production. Please indicate your opinion about each of the statements below (Organizational performance: self-efficacy)다음은 지역의 기관들이 이민자들을 돕기위한 서비스를 제공하는데 겪는 어려움에 대해서 이해하기 위하여 구성되었습니다. 아래에 제시된 사항에 대한 당신이 속한 기관의 의견을 표시해 주십시오

| | Nothing 전혀 | Very little 조금 | some 어느 정도 | Quite a bit 상당 히 | A great deal 대부 분 |
|--|---------------|-------------------|------------------|------------------------|-------------------------|
| How much can your organization do to motivate immigrants who show low interest in receiving immigrant services? 당신의 기관은 이민자 서비스에 대해서 관심없는 이민자들에게 | () | () | () | () | () |

| | | | | | |
|---|-----|-----|-----|-----|-----|
| 동기를 부여하는데 얼마나 노력하십니까 | | | | | |
| How much can your organization do to control disruptive behaviors of immigrants in the city area? 당신의 기관은 이 지역에서 이탈적 행동을 하는 이민자들을 조정하는데 어느정도 노력하십니까 | () | () | () | () | () |
| How much can your organization do to get immigrants to believe they can do well in settling down in the city? 당신의 기관은 이 지역에서 이민자들이 스스로 잘 정착할 수 있다고 믿게하는데 얼마나 많은 정도의 노력을 가하십니까 | () | () | () | () | () |
| How much can your organization do to help immigrants value receiving immigrant services? 당신의 기관은 이민자들이 이민자서비스를 받는 것을 선호하도록 돕기위해 얼마나 노력하십니까 | () | () | () | () | () |
| To what extent can your organization craft good questions for the immigrants in the city 당신이 속한 기관은 이지역의 이민자들에 대한 관심도를 높이기 위한 질문을 구상하기 위해 어느정도 노력하십니까 | () | () | () | () | () |
| How much can your organization do to get immigrants to follow the norms or rules of the city and the country? 당신이 속한 기관은 이민자들이 이 지역의 규범이나 규칙을 지키도록 돕는데 얼마나 노력하십니까 | () | () | () | () | () |
| How much can your organization calm an immigrant who is disruptive? 당신이 속한 기관은 이탈적 행동을 하는 이민자들을 진정시키는데 어느정도 기여하고 있습니까 | () | () | () | () | () |
| How much can your organization use variety assessment strategies?당신의 기관은 평가전략들을 어느정도 사용하고 있습니까 | () | () | () | () | () |
| To what extent can your organization provide an alternative explanation when immigrants are confused or lost? 당신이 속한 기관은 이민자들이 혼란스러워 할 때 대안적인 방편이나 설명을 어느정도 제공하고 있습니까 | () | () | () | () | () |

19) Below are several factors which could be considered “roadblocks” that prevent an immigrant-serving, inter-organizational network from improving. Please indicate the extent to which each may be a factor in preventing your inter-organizational network from

improving (contextual road blocks):아래의 사항들은 이민자를 돕는 기관들 사이의 네트워크이 발전되는 것을 방해하는 ‘걸림돌’이 되는 요인들을 파악하기 위함입니다. 기관들 사이의 네트워크의 발전을 저해하는 요인들이라 생각하시는 것이 대해서 표기해 주시기 바랍니다.

| | Not a factor 요인이 아니다 | Some what a factor 어느정도 기여하고 있다 | Serious a factor 심각하게 영향을 미친다 |
|---|-------------------------|------------------------------------|----------------------------------|
| Lack of support from other local organizations (e.g. university, business, government, etc.) 다른 지역기관들의 지원부재 | () | () | () |
| Pressure from state or federal mandates 지역이나 나라로 부터의 압박 | () | () | () |
| Pressure to obtain external funds 외부자금 획득에 있어서 느끼는 압박 | () | () | () |
| Disagreement or lack of coordination among immigrant-serving organizations in the city 이지역에서 이민자들을 돕는 기관들 사이의 조정부재 또는 의견불일치) | () | () | () |
| Lack of organizational knowledge and skills 조직적 지식이나 기술 부재) | () | () | () |
| Mistrust among immigrant-serving organizations 이민자들을 돕는 기관들 사이의 불신 | () | () | () |
| Resistance to collaborate with other organizations 다른 기관들과 협력하는 것에 대한 저항 | () | () | () |
| Difficulty collaborating with other organizations 다른 조직들과 협력의 어려움 | () | () | () |
| Lack of information about other organizations 다른 기관들에 대한 정보 부재 | () | () | () |
| Mistrust between immigrant-serving organizations and immigrants 이민자들을 돕는 기관과 이민자들 사이의 불신 | () | () | () |
| Problem immigrants 문제를 일으키는 이민자들 | () | () | () |
| Lack of support from the city, and communities (시 또는 지역으로 부터의 지지/도움부재) | () | () | () |
| Social problems in the city (poverty, drugs, etc.) 이 지역 내의 다른 사회적 문제들 | () | () | () |

| | | | |
|---|-----|-----|-----|
| Racial or ethnic tensions in the city 이 지역에서 발생하고 있는 인종간 또는 민족 간의 갈등 | () | () | () |
| Negative stereotypes about this city or immigrants 지역이나 이민자들에 대한 부정적인 이미지 | () | () | () |

APPENDIX 3

LIST OF ORGANIZATIONAL PARTICIPANTS, INCHEON

| Title | Node name | Source of Funding | Jurisdiction | Type |
|---|-----------|-------------------|--------------|-------------------|
| Citizen's Coalition for Democratic Revolution at Incheon | ccdric | nonprofit | city | CIVIC INVOLVEMENT |
| Dasarang Volunteers | dsvts | nonprofit | city | CIVIC INVOLVEMENT |
| Green Environment Keepers | geks | nonprofit | city | CIVIC INVOLVEMENT |
| Gojumo Incheon | gmjc | nonprofit | city | CIVIC INVOLVEMENT |
| Hamgenanunun People | hgnp | nonprofit | city | CIVIC INVOLVEMENT |
| Incheon Association for Common Development of Multi-culture | iacdmc | nonprofit | city | CIVIC INVOLVEMENT |
| Incheon Seamaeul Women's Club | ic_sw | nonprofit | city | CIVIC INVOLVEMENT |
| Incheon Foreign Language Service Volunteers | icflsv | nonprofit | city | CIVIC INVOLVEMENT |
| Incheon Green Consumers' Federation | igcf | nonprofit | city | CIVIC INVOLVEMENT |
| Incheon Honam Friends Association | ihfa | nonprofit | city | CIVIC INVOLVEMENT |
| Immigrant leaders' group | ilg | nonprofit | city | CIVIC INVOLVEMENT |
| Incheon Medical Society Volunteers | imsv | nonprofit | city | CIVIC INVOLVEMENT |
| InBong Volunteers | Inbong | nonprofit | city | CIVIC INVOLVEMENT |
| Incheon Women's Association | iwa | nonprofit | city | CIVIC INVOLVEMENT |

| | | | | |
|---|---------|-----------|------|-------------------|
| Incheon Women Friend Association | iwfa | nonprofit | city | CIVIC INVOLVEMENT |
| Jjajja volunteers | jjv | nonprofit | city | CIVIC INVOLVEMENT |
| Korea Food for the Hungry International Incheon | kfhi_ic | nonprofit | city | CIVIC INVOLVEMENT |
| Korea Lions' Club Incheon | klc_ic | nonprofit | city | CIVIC INVOLVEMENT |
| National Council of Homemakers Classes | nwc_io | nonprofit | city | CIVIC INVOLVEMENT |
| Incheon Red Cross Hospital | rch | nonprofit | city | CIVIC INVOLVEMENT |
| Sunhan Volunteer Center | shvc | nonprofit | city | CIVIC INVOLVEMENT |
| Sarang Nanum Volunteers | snv | nonprofit | city | CIVIC INVOLVEMENT |
| Solsam 1365 Volunteers | ss1365 | nonprofit | city | CIVIC INVOLVEMENT |
| YMCA Incheon | ymca_ic | nonprofit | city | CIVIC INVOLVEMENT |
| Incheon YWCA | ywca_ic | nonprofit | city | CIVIC INVOLVEMENT |
| Catholic Incheon Seateomin Support Center | cissc | nonprofit | city | CULTURE/WELFARE |
| Center for Unification of Korean Nation Incheon | cuku_ic | nonprofit | city | CULTURE/WELFARE |
| Dawon Immigrant Center | dic | nonprofit | city | CULTURE/WELFARE |
| FAN Culture Center for Immigrant Workers | fcciw | nonprofit | city | CULTURE/WELFARE |
| Foundation for Children Incheon | ffc_ic | nonprofit | city | CULTURE/WELFARE |
| Gyungin Seteomin Support Center | gssc | nonprofit | city | CULTURE/WELFARE |
| Happy People | hp | nonprofit | city | CULTURE/WELFARE |
| HyanggaArt | Hyangga | nonprofit | city | CULTURE/WELFARE |
| Incheon Center for Marriage Immigrant Family | I_cmif | nonprofit | city | CULTURE/WELFARE |
| In-joy Asia Incheon Festival Committee | iafc | nonprofit | city | CULTURE/WELFARE |
| Incheon Community Chest of Korea | icck | nonprofit | city | CULTURE/WELFARE |
| Incheon Christian Ensemble | icesb | nonprofit | city | CULTURE/WELFARE |
| Incheon Citizen's Movement Fund | icmf | nonprofit | city | CULTURE/WELFARE |
| Incheon Culture Promotion Institute | icpi | nonprofit | city | CULTURE/WELFARE |
| Incheon Christian Social Welfare Center | icswc | nonprofit | city | CULTURE/WELFARE |

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|--|---------|-----------|------|-----------------|
| Incheon Foundation of Culture | ifoc | nonprofit | city | CULTURE/WELFARE |
| Incheon Gyubang Darea | igd | nonprofit | city | CULTURE/WELFARE |
| Incheon Human Rights Film Festival | ihrff | nonprofit | city | CULTURE/WELFARE |
| Incheon International fellowship and cultural training association | iifcta | nonprofit | city | CULTURE/WELFARE |
| Incheon International Relations Foundation | iirf | nonprofit | city | CULTURE/WELFARE |
| Incheon labors and adolescents welfare center | ilawc | nonprofit | city | CULTURE/WELFARE |
| Incheon Multicultural Family Support Center | imfsc | nonprofit | city | CULTURE/WELFARE |
| Incheon Movie Council | imvc | nonprofit | city | CULTURE/WELFARE |
| Incheon Pyeongwha Health Welfare Social Cooperative | iphwsc | nonprofit | city | CULTURE/WELFARE |
| Incheon Sehwa social welfare center | isswc | nonprofit | city | CULTURE/WELFARE |
| Incheon Womenline_AIDA | iw_aida | nonprofit | city | CULTURE/WELFARE |
| Incheon Women Culture Center | iwcc | nonprofit | city | CULTURE/WELFARE |
| Jabarte Incheon | Jabarte | nonprofit | city | CULTURE/WELFARE |
| Karidas immigrant worker's culture center | kiwcc | nonprofit | city | CULTURE/WELFARE |
| Korean Peoples Artist Federation in Incheon | kpaf_ic | nonprofit | city | CULTURE/WELFARE |
| Korea Red Cross Incheon | krcic | nonprofit | city | CULTURE/WELFARE |
| Migrants' Hope support Center | mhsc | nonprofit | city | CULTURE/WELFARE |
| Ms. Lim's Opera | mlo | nonprofit | city | CULTURE/WELFARE |
| MyungSung Welfare Center | mswfc | nonprofit | city | CULTURE/WELFARE |
| Sahalin Dongpo Welfare Center | sdwc | nonprofit | city | CULTURE/WELFARE |
| Seteomin Independency Supporting Center | sisc | nonprofit | city | CULTURE/WELFARE |
| Social Unification Support Center for Migrants | suscm | nonprofit | city | CULTURE/WELFARE |
| Together with Incheon People | twip | nonprofit | city | CULTURE/WELFARE |
| Incheon Yejeolone | yjo | nonprofit | city | CULTURE/WELFARE |
| Catholic Alliance for Environment | cen | nonprofit | city | IMMIGRANT/LABOR |
| Catholic Happy House | chh | nonprofit | city | IMMIGRANT/LABOR |
| Coalition for Immigrants Incheon | ci_ic | nonprofit | city | IMMIGRANT/LABOR |
| Damaan | damaan | nonprofit | city | IMMIGRANT/LABOR |

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|--|---------|-----------|------|-----------------|
| Elim International Mission | elm | nonprofit | city | IMMIGRANT/LABOR |
| Friends of All Nations | fan | nonprofit | city | IMMIGRANT/LABOR |
| Federations of Korean Trade Unions Incheon | fktuic | nonprofit | city | IMMIGRANT/LABOR |
| Female Labor Union Incheon | flu_ic | nonprofit | city | IMMIGRANT/LABOR |
| Federation for Migrants' Human Rights | fmhr | nonprofit | city | IMMIGRANT/LABOR |
| Gungnamtai | gnt | nonprofit | city | IMMIGRANT/LABOR |
| Hope for Human Right_Ganggangsullea | hhrggsl | nonprofit | city | IMMIGRANT/LABOR |
| Healthy Labor World | hlw | nonprofit | city | IMMIGRANT/LABOR |
| hannara_Incheon | hnr_ic | nonprofit | city | IMMIGRANT/LABOR |
| Hanul Soul | hs | nonprofit | city | IMMIGRANT/LABOR |
| Incheon Indonesian Community | icc | nonprofit | city | IMMIGRANT/LABOR |
| Incheon Catholic International Community | icic | nonprofit | city | IMMIGRANT/LABOR |
| Incheon Chinese Korean Association | icka | nonprofit | city | IMMIGRANT/LABOR |
| Incheon Catholic Migrant Worker's Center | icmwc | nonprofit | city | IMMIGRANT/LABOR |
| Incheon Federation for Peace and Participation | ifpp | nonprofit | city | IMMIGRANT/LABOR |
| Incheon Immigrant Workers' Center | iiwc | nonprofit | city | IMMIGRANT/LABOR |
| Incheon Women Workers Association | iwwa | nonprofit | city | IMMIGRANT/LABOR |
| Inyonjigi | iyjg | nonprofit | city | IMMIGRANT/LABOR |
| Jeondeungsa | jds | nonprofit | city | IMMIGRANT/LABOR |
| Jesus Love Mission | jlm | nonprofit | city | IMMIGRANT/LABOR |
| Korea Migrant Human Right Center | kmhrc | nonprofit | city | IMMIGRANT/LABOR |
| Korean Methodist Migrant Worker Support Center | kmmwsc | nonprofit | city | IMMIGRANT/LABOR |
| Love Village Immigrants' Center | lvic | nonprofit | city | IMMIGRANT/LABOR |
| Mission for Bangladesh | mfb | nonprofit | city | IMMIGRANT/LABOR |
| Migrant's Trade Union | mtu | nonprofit | city | IMMIGRANT/LABOR |
| Namdong Mission Team | nmt | nonprofit | city | IMMIGRANT/LABOR |
| People's Solidarity for Social Progress | pssp | nonprofit | city | IMMIGRANT/LABOR |
| Salvation Army InPyeong Church | saipc | nonprofit | city | IMMIGRANT/LABOR |
| Seed Mission Team | smt | nonprofit | city | IMMIGRANT/LABOR |
| Sarang Sharing Community | ssc | nonprofit | city | IMMIGRANT/LABOR |
| Thai Community Incheon | tc_ic | nonprofit | city | IMMIGRANT/LABOR |
| Korean Confederation of | tctu_ic | nonprofit | city | IMMIGRANT/LABOR |

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|--|-----------|-----------|------|----------------------|
| Trade Unions Incheon Office | | | | |
| Unified Party for Social Progress Incheon | wpsp_ic | nonprofit | city | IMMIGRANT/LABOR |
| Cham 911 | cham911 | nonprofit | city | PROFESSIONAL SERVICE |
| Dentists for healthy society Incheon | dhs_ic | nonprofit | city | PROFESSIONAL SERVICE |
| Group of Nurses at Inha Hospital | gnih | nonprofit | city | PROFESSIONAL SERVICE |
| Gachon University Namdong Gil Hospital | gungh | nonprofit | city | PROFESSIONAL SERVICE |
| Hallym Hospital | hlh | nonprofit | city | PROFESSIONAL SERVICE |
| Hopeful World | hw | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon SanJae Hospital | Ic_Sanjae | nonprofit | city | PROFESSIONAL SERVICE |
| The Catholic University of Korea Incheon ST. Mary's Hospital | icMaryHos | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon doctors' association | ida | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon District Bar Association | idba | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon Employers Federation | ief | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon Female Drivers' Council | ifdc | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon Female Pharmacist Association | ifpa | nonprofit | city | PROFESSIONAL SERVICE |
| Inha Technical College | ihtc | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon Medical Association | ima | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon Medical Center | imc | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon Nurses Association | ina | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon Pharmaceutical Association | ipa | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon Sunshine Clinic | isc | nonprofit | city | PROFESSIONAL SERVICE |
| Inha University Hospital | iuh | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon Writer's Association | iwass | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon Women's Group Council | iwgc | nonprofit | city | PROFESSIONAL SERVICE |
| Korean Dental Health | kdha_ic | nonprofit | city | PROFESSIONAL |

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|--|----------|-----------|------|----------------------|
| Association Incheon | | | | SERVICE |
| Korean Licensed Practical Nurses Association Incheon | klpna_ic | nonprofit | city | PROFESSIONAL SERVICE |
| Korean National Tuberculosis Association Incheon | knta_ic | nonprofit | city | PROFESSIONAL SERVICE |
| Korea Oriental Medical Association of Incheon | komai | nonprofit | city | PROFESSIONAL SERVICE |
| Kyungwon University Chinese Medical Center | kucmc | nonprofit | city | PROFESSIONAL SERVICE |
| Mugughwa Readers' Forum | mrf | nonprofit | city | PROFESSIONAL SERVICE |
| NaEun Hospital | neh | nonprofit | city | PROFESSIONAL SERVICE |
| Nasaset International Hospital | nih | nonprofit | city | PROFESSIONAL SERVICE |
| Public Health Educators' Committee | phec | nonprofit | city | PROFESSIONAL SERVICE |
| Small and Medium Business Cooperative Federation | smb_cf | nonprofit | city | PROFESSIONAL SERVICE |
| Gyeongin National University of Education | gnue | nonprofit | city | PROFESSIONAL SERVICE |
| Industry-Academic Cooperation Foundation Incheon National University | iacficnu | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon History Research Institute | ihri | nonprofit | city | PROFESSIONAL SERVICE |
| Incheon National University | inu | nonprofit | city | PROFESSIONAL SERVICE |
| Inha University | iu | nonprofit | city | PROFESSIONAL SERVICE |
| Kyug-In Women's University | kiwu | nonprofit | city | PROFESSIONAL SERVICE |
| Korea Politech Incheon Campus | kpic | nonprofit | city | PROFESSIONAL SERVICE |
| Kimpo University | ku | nonprofit | city | PROFESSIONAL SERVICE |
| Multicultural Research Center | mrc | nonprofit | city | PROFESSIONAL SERVICE |
| Multiculture and Social Unification Research Center | msurc | nonprofit | city | PROFESSIONAL SERVICE |
| Chadwick International school | cdw_is | nonprofit | city | SCHOOL/EDUCATION |
| Inha continuing education center | icec | nonprofit | city | SCHOOL/EDUCATION |
| Incheon Multiculture | imec | nonprofit | city | SCHOOL/EDUCATION |

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|---|------------|-----------|---------------|----------------------|
| Education Center | | | | |
| Inha Wise | Inhawise | nonprofit | city | SCHOOL/EDUCATION |
| New Dream School | nds | nonprofit | city | SCHOOL/EDUCATION |
| Korean LemNunt school | nlns | nonprofit | city | SCHOOL/EDUCATION |
| Science Institute for Bright Kids at Incheon University | sibkic | nonprofit | city | SCHOOL/EDUCATION |
| Youth Human Right Welfare Center | yhrwc | nonprofit | city | SCHOOL/EDUCATION |
| The Incheon | theic | nonprofit | city | SCHOOL/EDUCATION |
| Ganghwa Seamaeul Women's Club | gh_swc | nonprofit | city_other | CIVIC INVOLVEMENT |
| Kimpo Women Call | kwc | nonprofit | city_other | CULTURE/WELFARE |
| Seoul HyangLin Church | shlc | nonprofit | city_other | IMMIGRANT/LABOR |
| Yoido Full Gospel Church | yfgc | nonprofit | city_other | IMMIGRANT/LABOR |
| Dongguk University Ilsan Hospital | duih | nonprofit | city_other | PROFESSIONAL SERVICE |
| Seoul National University Hospital | snuh | nonprofit | city_other | PROFESSIONAL SERVICE |
| Jeju University | ju | nonprofit | city_other | PROFESSIONAL SERVICE |
| Korea Digital University | kdu | nonprofit | city_other | PROFESSIONAL SERVICE |
| Korea Foreign Language University | kflu | nonprofit | city_other | PROFESSIONAL SERVICE |
| The Korea University of Christ South and North Korea Support Center | snksc | nonprofit | city_other | PROFESSIONAL SERVICE |
| Seoul Women's University | swu | nonprofit | city_other | PROFESSIONAL SERVICE |
| The Catholic University of Korea | tcuk | nonprofit | city_other | PROFESSIONAL SERVICE |
| Bupyeong 1 Local Development Committee | bp1ldc | nonprofit | district_dong | CIVIC INVOLVEMENT |
| Bupyeong 6 dong Seamaeul Women's Club | bp6swc | nonprofit | district_dong | CIVIC INVOLVEMENT |
| Incheon Golden Volunteers for Life Long Education | icvlle | nonprofit | district_dong | CIVIC INVOLVEMENT |
| Korea Lions' Club_Incheon_Seogu | klc_ic_sg | nonprofit | district_dong | CIVIC INVOLVEMENT |
| Bugwang Multicultural Family Center | bgmfc | nonprofit | district_dong | CULTURE/WELFARE |
| Galsan 2 Community Council | gs2cc | nonprofit | district_dong | CULTURE/WELFARE |
| Galsan Social Community Welfare Center YMCA | gscwc_ymca | nonprofit | district_dong | CULTURE/WELFARE |
| Hakyil social welfare center | hiswc | nonprofit | district_dong | CULTURE/WELFARE |
| Namdong Guwol 2dong patrol volunteers | ng2pv | nonprofit | district_dong | CULTURE/WELFARE |

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|---|---------|-----------|---------------|----------------------|
| Nonhyundong community council | nhcc | nonprofit | district_dong | CULTURE/WELFARE |
| Sangok 2 Community Council | s2cc | nonprofit | district_dong | CULTURE/WELFARE |
| Bupyeong Methodist Church | bpmc | nonprofit | district_dong | IMMIGRANT/LABOR |
| Gongchon Church | gcc | nonprofit | district_dong | IMMIGRANT/LABOR |
| Hakyik Methodist church | himc | nonprofit | district_dong | IMMIGRANT/LABOR |
| Incheon Dongsan Church | icdsc | nonprofit | district_dong | IMMIGRANT/LABOR |
| Incheon Gajwa God's Church | icggch | nonprofit | district_dong | IMMIGRANT/LABOR |
| Incheon Haneulan Church | ichnacc | nonprofit | district_dong | IMMIGRANT/LABOR |
| Juan Presbyterian Church | jpsbch | nonprofit | district_dong | IMMIGRANT/LABOR |
| Nonhyun Methodist Church | nmc | nonprofit | district_dong | IMMIGRANT/LABOR |
| ShinHyung Church | shcc | nonprofit | district_dong | IMMIGRANT/LABOR |
| Songnae Sarang Church | spsc | nonprofit | district_dong | IMMIGRANT/LABOR |
| Samsan Methodist Church | ssmc | nonprofit | district_dong | IMMIGRANT/LABOR |
| Songwol Church | swch | nonprofit | district_dong | IMMIGRANT/LABOR |
| Super Women | swm | nonprofit | district_dong | IMMIGRANT/LABOR |
| Dabdong Free Clinic for Foreigners | dafcff | nonprofit | district_dong | PROFESSIONAL SERVICE |
| BuPyeong Bareugesalgi Association | bba | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Bupyeong gu Seamaeul Women's Club | bpswc | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Seogu Euijae21 | ej21 | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Inchon Bupyeong gu Saemaui Undong Association | ibpsua | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Inchon Donggu Saemaui Undong Association | idgua | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Inchon Junggu Saemaui Undong Association | ijgsua | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Inchon Namdonggu Saemaui Undong Association | indsua | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Inchon Namgu Saemaui Undong Association | insua | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Inchon Yeonsugu Saemaui Undong Association | iygsua | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Korea Red Cross_Bupyeong | krc_bp | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Korea Rotary club_ganghwa | krc_gh | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Korea Rotary club_newganghwa | krc_ngh | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Korean Senior Citizens' Association Namdong | ksca_nd | nonprofit | district_gu | CIVIC INVOLVEMENT |

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|---|------------|-----------|-------------|-------------------|
| Namdong North Korean Support Center | nd_nksc | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Namdong gu Seamaeul Women's Club | nd_swc | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Namdong Bareugesalgi Association | ndba | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Namdong gu community leader's council | ndclc | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Namgu Women's Group Council | nwgc | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Ongjin gun Saemaul Undong Association | ojgsua | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Red Cross Bukbu Volunteers Center | rcbvc | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Donggu Red Cross Volunteers | rcv_dg | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Mabun Red Cross Volunteers | rcv_mb | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Namgu Red Cross Volunteers | rcv_ng | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Seogu Red Cross Volunteers | rcv_sg | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Red Cross Volunteers at Yeonsoo district | rcv_yd | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Vine tree Volunteers | vtv | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Bupyeong House for Women | bhw | nonprofit | district_gu | CULTURE/WELFARE |
| Incheon Bupyeong Social Welfare Center | ibswc | nonprofit | district_gu | CULTURE/WELFARE |
| Incheon Donggu Youth Center | idyc | nonprofit | district_gu | CULTURE/WELFARE |
| Junggu Welfare Center for Disabilities | jwcd | nonprofit | district_gu | CULTURE/WELFARE |
| Michuhol Social Welfare Center | mswc | nonprofit | district_gu | CULTURE/WELFARE |
| Namdong Hi Social Welfare Center | ndhi | nonprofit | district_gu | CULTURE/WELFARE |
| YMCA Mansoo Social Community Welfare Center | YMCA_mscwc | nonprofit | district_gu | CULTURE/WELFARE |
| Yeonsu gu Adolescents Support Center | ysasc | nonprofit | district_gu | CULTURE/WELFARE |
| IFEZ Foreign Advisory Board | ifez_fab | nonprofit | district_gu | IMMIGRANT/LABOR |
| Incheon Seogu Jeongdong Church | isjc | nonprofit | district_gu | IMMIGRANT/LABOR |
| Korea Freedom Federation Incheon Bupyeong | kff_icbp | nonprofit | district_gu | IMMIGRANT/LABOR |
| Korea Freedom Federation | kff_icnd | nonprofit | district_gu | IMMIGRANT/LABOR |

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|--|----------|-----------|---------------|-------------------------|
| Incheon Namdong | | | | |
| Korea Freedom Federation Incheon Seogu | kff_icsg | nonprofit | district_gu | IMMIGRANT/LABOR |
| Korea Freedom Federation Incheon Junggu | kff_jg | nonprofit | district_gu | IMMIGRANT/LABOR |
| Namdong International Council | ndicc | nonprofit | district_gu | IMMIGRANT/LABOR |
| Pum Playground | ppg | nonprofit | district_gu | IMMIGRANT/LABOR |
| Seogu Gongchon Mission Team for Migrants | scmtm | nonprofit | district_gu | IMMIGRANT/LABOR |
| Bupyeong Women's Group Council | bpwgc | nonprofit | district_gu | PROFESSIONAL SERVICE |
| Donggu Women's Group Council | gwgc | nonprofit | district_gu | PROFESSIONAL SERVICE |
| Incheon Seogu Small and Medium size corporation Employers Federation | isgsmef | nonprofit | district_gu | PROFESSIONAL SERVICE |
| Namdong Women's Group Council | ndawgc | nonprofit | district_gu | PROFESSIONAL SERVICE |
| BuPyeong Doctor's Association | pb_da | nonprofit | district_gu | PROFESSIONAL SERVICE |
| Incheon Bukbu Multicultural School | ibmcs | nonprofit | district_gu | SCHOOL/EDUCATION |
| Inter-Parliamentarians for Social Service | ipss | nonprofit | international | PROFESSIONAL SERVICE |
| u-ri welfare | urwf | nonprofit | national | CIVIC INVOLVEMENT |
| Women Migrants Human rights Center | wmhc | nonprofit | national | CIVIC INVOLVEMENT |
| Saemaul Undong Central Institute | suci | nonprofit | national | CIVIC INVOLVEMENT |
| BBBKorea | bbb | nonprofit | national | CULTURE/WELFARE |
| BinGonToiChi Movement Center | bgmc | nonprofit | national | CULTURE/WELFARE |
| Campaign Office For Healthy Society | cofhs | nonprofit | national | CULTURE/WELFARE |
| Diocese of Incheon | doi | nonprofit | national | CULTURE/WELFARE |
| GM Korea Employees Foundation | gmkef | nonprofit | national | CULTURE/WELFARE |
| Green Umbrella Foundation for Children | gufch | nonprofit | national | CULTURE/WELFARE |
| Happy World | hpw | nonprofit | national | CULTURE/WELFARE |
| The International Women's Film Festival in Seoul | iwffs | nonprofit | national | CULTURE/WELFARE |
| Korea Arts & Culture Education Service | kaces | nonprofit | national | CULTURE/WELFARE |
| Korea Foundation for International Health Care | kfihc | nonprofit | national | CULTURE/WELFARE |
| Korean International labor foundation | kilf | nonprofit | national | CULTURE/WELFARE |

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|--|-----------|-----------|----------|----------------------|
| Korea Peach Foundation | kpf | nonprofit | national | CULTURE/WELFARE |
| Korea Sports Promotion Association | kspa | nonprofit | national | CULTURE/WELFARE |
| Korea Youth Counseling & Welfare institute | kycwi | nonprofit | national | CULTURE/WELFARE |
| Life Insurance Social Contribution Committee | lisc | nonprofit | national | CULTURE/WELFARE |
| Love Rice Sharing Movement Office | lrsmo | nonprofit | national | CULTURE/WELFARE |
| Nonghyup Foundation | nf | nonprofit | national | CULTURE/WELFARE |
| PulBuck Foundation | pdFdt | nonprofit | national | CULTURE/WELFARE |
| The Seeds | seeds | nonprofit | national | CULTURE/WELFARE |
| UNESCO KOREA | unesco_kr | nonprofit | national | CULTURE/WELFARE |
| Democratic Labor Union | dlu | nonprofit | national | IMMIGRANT/LABOR |
| Joint Committee with Migrants in Korea | jcmk | nonprofit | national | IMMIGRANT/LABOR |
| Labor Party | lp | nonprofit | national | IMMIGRANT/LABOR |
| Worker's Solidarity Altogether | wsa | nonprofit | national | IMMIGRANT/LABOR |
| Doctor's Federation for Humanistic Action | dffha | nonprofit | national | PROFESSIONAL SERVICE |
| Korea Association of Health Promotion | kahp | nonprofit | national | PROFESSIONAL SERVICE |
| Korean Bar Association | kba | nonprofit | national | PROFESSIONAL SERVICE |
| Korean Dental Association | kda | nonprofit | national | PROFESSIONAL SERVICE |
| Korea Human Wave Association | khaw | nonprofit | national | PROFESSIONAL SERVICE |
| Korean Health Professionals for Action | khpa | nonprofit | national | PROFESSIONAL SERVICE |
| Korean Medical Association | kma | nonprofit | national | PROFESSIONAL SERVICE |
| Korean Nurse Association | kna | nonprofit | national | PROFESSIONAL SERVICE |
| Korean National Tuberculosis Association | knta | nonprofit | national | PROFESSIONAL SERVICE |
| Korea Pharmaceutical Association | kpa | nonprofit | national | PROFESSIONAL SERVICE |
| Korea Women Entrepreneurs Association | kwea | nonprofit | national | PROFESSIONAL SERVICE |
| Migrant Health Association in Korea | mhak | nonprofit | national | PROFESSIONAL SERVICE |
| medical insurance union for migrant workers | miumw | nonprofit | national | PROFESSIONAL SERVICE |
| The Association of Korean Medicine | takm | nonprofit | national | PROFESSIONAL SERVICE |
| The Organization for One Korea | took | nonprofit | national | PROFESSIONAL SERVICE |
| Korea Immigration Service | kisf | nonprofit | national | PROFESSIONAL |

| Foundation | | | | SERVICE |
|--|----------|-----------|----------|----------------------|
| Korea Multicultural Education Research Association | kmera | nonprofit | national | PROFESSIONAL SERVICE |
| Rainbow Youth Center | rbac | nonprofit | national | PROFESSIONAL SERVICE |
| Korea Federation for HIV/AIDS Prevention Gyeonggi | kfhiv_gg | nonprofit | province | PROFESSIONAL SERVICE |
| Inha Technical College | htc | nonprofit | province | SCHOOL/EDUCATION |
| City bank Korea Incheon office | cbk | private | city | BUSINESS |
| Fareast Gasket Industry Co., Ltd | fgc | private | city | BUSINESS |
| Lotte Department Store Incheon | Ic_lotte | private | city | BUSINESS |
| KB kukmin bank Incheon | kb_ic | private | city | BUSINESS |
| Korea Electric Terminal Co., Ltd. | ket | private | city | BUSINESS |
| Kodaco | kodaco | private | city | BUSINESS |
| Misong Co., Ltd. | misong | private | city | BUSINESS |
| Maker's Project Team Co. Ltd. | mpt | private | city | BUSINESS |
| National Agricultural Cooperative Federation Incheon | nacf | private | city | BUSINESS |
| NSIC | nsic | private | city | BUSINESS |
| Incheon Takju | takju | private | city | BUSINESS |
| TPC Mechatronics Co., Ltd. | tcp | private | city | BUSINESS |
| U. Life Solutions Co., Ltd | ulife | private | city | BUSINESS |
| Youngheung Fire Plant, Co., Ltd. | yfp | private | city | BUSINESS |
| Bangsong Jeongmil | bsjm | private | city | BUSINESS |
| Dong-A Co. Ltd | donga | private | city | BUSINESS |
| Giho Daily | giho | private | city | BUSINESS |
| Incheon In | ici | private | city | BUSINESS |
| Incheon News | icns | private | city | BUSINESS |
| Incheon Electronics World | iew | private | city | BUSINESS |
| Ms Ahn's Accounting Office | maao | private | city | BUSINESS |
| Multiculture Shabu | mc_shb | private | city | BUSINESS |
| Shinsegae Department Store Incheon | sds_ic | private | city | BUSINESS |
| Samcheonri-Gas Plaza | sgp | private | city | BUSINESS |
| Seven Call Taxi Volunteers | sctv | private | city | CIVIC INVOLVEMENT |
| Hongyemun Co. Ltd. | hymco | private | city | CULTURE/WELFARE |
| Incheon United Soccer | iusct | private | city | CULTURE/WELFARE |

| Team | | | | |
|--|---------|---------|------|----------------------|
| Saerom broadcast | saerom | private | city | CULTURE/WELFARE |
| Yein Art Institute | yai | private | city | CULTURE/WELFARE |
| Sister Food | ssfd | private | city | IMMIGRANT/LABOR |
| Deahan Homecare Institute | dhi | private | city | PROFESSIONAL SERVICE |
| Dasarang Postnatal Care | dpnc | private | city | PROFESSIONAL SERVICE |
| Dr Moon's Clinic | drmoon | private | city | PROFESSIONAL SERVICE |
| Ganseok Beauty School | gbs | private | city | PROFESSIONAL SERVICE |
| Hangil Eye Clinic | hgec | private | city | PROFESSIONAL SERVICE |
| Hyundai Uvis Hospital | huh | private | city | PROFESSIONAL SERVICE |
| Incheon Business Forum | ibf | private | city | PROFESSIONAL SERVICE |
| Incheon Beak Hospital | ibh | private | city | PROFESSIONAL SERVICE |
| Chamber of Commerce Incheon | Iccc | private | city | PROFESSIONAL SERVICE |
| Interchanges of Different Section of Industry Incheon | idsi_ic | private | city | PROFESSIONAL SERVICE |
| Incheon Human Resources Development Institute | ihrdi | private | city | PROFESSIONAL SERVICE |
| Incheon Sarang Hospital | ish | private | city | PROFESSIONAL SERVICE |
| JungAng Occupational Training College | jaotc | private | city | PROFESSIONAL SERVICE |
| Jeil Cooking School | jcs | private | city | PROFESSIONAL SERVICE |
| Korea Federation of Small and Medium business Incheon Office | kbiz_ic | private | city | PROFESSIONAL SERVICE |
| kwanghyewon Chinese Medical Clinic | khwcmc | private | city | PROFESSIONAL SERVICE |
| Mocury Chinese Medical Center | mccmc | private | city | PROFESSIONAL SERVICE |
| Sungmin Hospital | smgh | private | city | PROFESSIONAL SERVICE |
| With me hospital | withme | private | city | PROFESSIONAL SERVICE |
| Yumin Chinese Medicine Clinic | ycmc | private | city | PROFESSIONAL SERVICE |
| YonSei Saehim Hospital | yssh | private | city | PROFESSIONAL SERVICE |
| Korea Port Training Institute Incheon | kpti_ic | private | city | SCHOOL/EDUCATION |

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|--|----------|---------|---------------|----------------------|
| Wildee Local Children's Center | wlcc | private | city | SCHOOL/EDUCATION |
| The Bridge Art Therapy Center | tbatc | private | city_other | CULTURE/WELFARE |
| Bucheon Occupational Training College | bcotc | private | city_other | PROFESSIONAL SERVICE |
| Asian Food | af | private | district_dong | BUSINESS |
| Diverse Store | ds | private | district_dong | BUSINESS |
| Hanabank_nonhyun | hanabank | private | district_dong | BUSINESS |
| Jushin Driving License Center | jsdlc | private | district_dong | BUSINESS |
| Lavender Flower Shop | lfs | private | district_dong | BUSINESS |
| E-mart Songlim | S_emart | private | district_dong | BUSINESS |
| Sindo Electronics | seles | private | district_dong | BUSINESS |
| 21st Century Clinic | 21cln | private | district_dong | PROFESSIONAL SERVICE |
| Daeyoung Chinese Medical Clinic | dcmc | private | district_dong | PROFESSIONAL SERVICE |
| Hwanggumson Chinese Medical Clinic | hcmc | private | district_dong | PROFESSIONAL SERVICE |
| Incheon Shinra Chinese Medical Clinic | iscmc | private | district_dong | PROFESSIONAL SERVICE |
| Jiseong Pediatric Clinic | jpc | private | district_dong | PROFESSIONAL SERVICE |
| Kim Skin Clinic | ksc | private | district_dong | PROFESSIONAL SERVICE |
| Bupyong NH | b_nh | private | district_gu | BUSINESS |
| National Agricultural Cooperative Federation Ganghwa | nacf_gh | private | district_gu | BUSINESS |
| National Agricultural Cooperative Federation Namdong | nacf_nd | private | district_gu | BUSINESS |
| Noblian Dental Clinic | nbdc | private | district_gu | PROFESSIONAL SERVICE |
| Namdong Hair Dressers' Association | nhda | private | district_gu | PROFESSIONAL SERVICE |
| Cas Co. Ltd | cas | private | national | BUSINESS |
| Gyup Bank | gy_bank | private | national | BUSINESS |
| Jinmee Food Co., Ltd | jf | private | national | BUSINESS |
| Korean Air | ka | private | national | BUSINESS |
| Kyobo Life Insurance | kyobo | private | national | BUSINESS |
| Lina Life Insurance Co., Ltd. | lli | private | national | BUSINESS |
| Max Power | mp | private | national | BUSINESS |
| POSCO Engineering and Construction | poscoenc | private | national | BUSINESS |
| Peaker Phone Co., Ltd | pp | private | national | BUSINESS |
| Shinhan Bank | shbk | private | national | BUSINESS |

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|--|-----------|---------|----------|----------------------|
| SK telecom | sktelecom | private | national | BUSINESS |
| SL electronics | sle | private | national | BUSINESS |
| Somang Cosmetics Co. Ltd | somang | private | national | BUSINESS |
| Samsung Electronics | sselec | private | national | BUSINESS |
| SamSung Life Insurance Co., Ltd. | ssli | private | national | BUSINESS |
| Sukwon Industrial Co., Ltd | swi | private | national | BUSINESS |
| Wooribank | wb | private | national | BUSINESS |
| Asiana Airline | AA | private | national | BUSINESS |
| BC card | bccard | private | national | BUSINESS |
| ESC Telecom Co., Ltd. | esctele | private | national | BUSINESS |
| Geumhwa Plant Service & Constructions Co., Ltd. | ghpsc | private | national | BUSINESS |
| GM Korea | gm_k | private | national | BUSINESS |
| G-Raytech | gray | private | national | BUSINESS |
| Hyundai Steels | hdsteels | private | national | BUSINESS |
| HanYang Co., Ltd | hycorp | private | national | BUSINESS |
| KT IT Supporters | kis | private | national | BUSINESS |
| Noridan | noridan | private | national | CULTURE/WELFARE |
| Multicultural Performance Salad | salad | private | national | CULTURE/WELFARE |
| SK_Wyverns | skwv | private | national | CULTURE/WELFARE |
| Agency For Traditional Market Administration | aftma | private | national | PROFESSIONAL SERVICE |
| Lab Genomics Clinical Laboratories | labgeno | private | national | PROFESSIONAL SERVICE |
| Ssangyong Automobile Occupational Training College | syaotc | private | national | PROFESSIONAL SERVICE |
| Korea Credit Union Incheon Gyunggi office | cu_icgg | private | province | BUSINESS |
| Gyungin Baking School | gbks | private | province | PROFESSIONAL SERVICE |
| The Bank of Korea Incheon | bok_ic | public | city | BUSINESS |
| Korea Electrical Safety Corporation Incheon office | ic_kesco | public | city | BUSINESS |
| Incheon Development & Tourism Cooperation | idtc | public | city | BUSINESS |
| Incheon Port Authority Co. | ipau | public | city | BUSINESS |
| Korea Racing Authority Incheon | kra_ic | public | city | BUSINESS |
| Heumangnuri | hmnr | public | city | BUSINESS |
| Incheon Volunteer's Center | ivc | public | city | CIVIC INVOLVEMENT |
| Cheonghak Festival Committee | cfc | public | city | CULTURE/WELFARE |
| Incheon Facility | Icfmc_ccw | public | city | CULTURE/WELFARE |

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|---|----------|--------|------|----------------------|
| Management Corporation Culture Center for Workers | | | | |
| Incheon historical Archive | icha | public | city | CULTURE/WELFARE |
| Incheon Hana Center | ichanac | public | city | CULTURE/WELFARE |
| Incheon City Museum | icm | public | city | CULTURE/WELFARE |
| Incheon Development Institute_KC exchange center | idi_kcec | public | city | CULTURE/WELFARE |
| Incheon Medical Tourism Foundation | imtf | public | city | CULTURE/WELFARE |
| Incheon Single Parent Family Support Center | ispfsc | public | city | CULTURE/WELFARE |
| Incheon Social Welfare Center | iswc | public | city | CULTURE/WELFARE |
| Incheon Women Welfare Center | iwwc | public | city | CULTURE/WELFARE |
| Incheon Youth Counselling & Welfare Center | iywc | public | city | CULTURE/WELFARE |
| Juan Media Center | jmc | public | city | CULTURE/WELFARE |
| Korea Labor and Employer Supporting Center Incheon | kles_ic | public | city | CULTURE/WELFARE |
| Ganghwa Agricultural Technology Service Center | gatsc | public | city | PROFESSIONAL SERVICE |
| Jian International Health Promotion Center | jhpc | public | city | PROFESSIONAL SERVICE |
| Planned Population Federation of Korea Incheon | ppfk_ic | public | city | PROFESSIONAL SERVICE |
| Incheon Development Institute | idi | public | city | PROFESSIONAL SERVICE |
| Environmental Corporation of Incheon | ecoic | public | city | PUBLIC SERVICE |
| Korea Human Resource Development Service in Incheon | hrdsk_ic | public | city | PUBLIC SERVICE |
| Incheon City Election Commission | icecm | public | city | PUBLIC SERVICE |
| Incheon Fire Control Center | icfcc | public | city | PUBLIC SERVICE |
| Incheon City Government | icg | public | city | PUBLIC SERVICE |
| Incheon Metropolitan Council | icmc | public | city | PUBLIC SERVICE |
| Incheon Coast Guard | icsg | public | city | PUBLIC SERVICE |
| Incheon City Court | ictc | public | city | PUBLIC SERVICE |
| Incheon Free Economic Zone | ifez | public | city | PUBLIC SERVICE |
| Incheon Industry Information Promotion | iiipc | public | city | PUBLIC SERVICE |

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|---|-----------|--------|------|------------------|
| Center | | | | |
| Incheon District Tax Office | iito | public | city | PUBLIC SERVICE |
| Incheon Job Supporting Center | ijsc | public | city | PUBLIC SERVICE |
| Incheon Metropolitan Police Agency | impa | public | city | PUBLIC SERVICE |
| Incheon Metro | in_metro | public | city | PUBLIC SERVICE |
| Immigration Service Office Incheon | io_ic | public | city | PUBLIC SERVICE |
| Incheon Prosecutor's Office | ipo | public | city | PUBLIC SERVICE |
| Incheon Regional Maritime Affairs & Port Administration | irma_pa | public | city | PUBLIC SERVICE |
| Incheon Support Center for Foreign Workers | isfcw | public | city | PUBLIC SERVICE |
| Incheon Seobu Industrial Complex Corp | isicc | public | city | PUBLIC SERVICE |
| Incheon Small and Medium Business Administration | ismba | public | city | PUBLIC SERVICE |
| Korea Legal Aid Cooperation Incheon | klac_ic | public | city | PUBLIC SERVICE |
| Korea Occupational and Health Agency Incheon | kosha_ich | public | city | PUBLIC SERVICE |
| Korea Tourism Organization Incheon | kto_ic | public | city | PUBLIC SERVICE |
| Korea Worker's Compensation and Welfare Service Incheon | kwcws_ic | public | city | PUBLIC SERVICE |
| National Pension Service_Nam Incheon | nps_ni | public | city | PUBLIC SERVICE |
| Shinpo International Market Support Center | simsc | public | city | PUBLIC SERVICE |
| Incheon Metropolitan city office of Education | ice | public | city | SCHOOL/EDUCATION |
| Institute for Unification Education | ifue | public | city | SCHOOL/EDUCATION |
| Incheon Hannuri Multicultural School | ihms | public | city | SCHOOL/EDUCATION |
| Incheon Metropolitan Jungang Library | ijlib | public | city | SCHOOL/EDUCATION |
| Incheon Lifelong Education Information Center | ileic | public | city | SCHOOL/EDUCATION |
| Incheon Life Long Education Center | illec | public | city | SCHOOL/EDUCATION |
| Kimpo Continuous Learning Women Center | kclwc | public | city | SCHOOL/EDUCATION |

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|--|---------|--------|---------------|------------------|
| Michuhol Library | mchlib | public | city | SCHOOL/EDUCATION |
| Ansan Migrant Community Service Center | amcsc | public | city_other | PUBLIC SERVICE |
| Donggu-Hwado Community Center | dhcc | public | district_dong | CULTURE/WELFARE |
| Bupyeong 6 Community Center | pb6cc | public | district_dong | CULTURE/WELFARE |
| Youngheung Community Center | yhcc | public | district_dong | CULTURE/WELFARE |
| Incheon Bugae 2 Community Center | bg2cc | public | district_dong | PUBLIC SERVICE |
| Incheon BuPyeong 2 Community Center | bp2cc | public | district_dong | PUBLIC SERVICE |
| Bupyeong 6 dong community center | bp6cc | public | district_dong | PUBLIC SERVICE |
| Bupyeong Gu Samsan 2 doing community center | bpss2cc | public | district_dong | PUBLIC SERVICE |
| Gajwa 1 community center | glcc | public | district_dong | PUBLIC SERVICE |
| Geomam Gyungseo Community Center | ggcc | public | district_dong | PUBLIC SERVICE |
| Incheon Dongu Hwasu 1 Hwapyeong Community Center | idhhcc | public | district_dong | PUBLIC SERVICE |
| Incheon Donggu songlim 2dong Community Center | ids2cc | public | district_dong | PUBLIC SERVICE |
| Incheon Donggu songlim 6dong Community Center | ids6cc | public | district_dong | PUBLIC SERVICE |
| Incheon Donggu songhyun 3dong Community Center | idsh3cc | public | district_dong | PUBLIC SERVICE |
| Juan Subway Station | jss | public | district_dong | PUBLIC SERVICE |
| Mansu 4doing community center | m4cc | public | district_dong | PUBLIC SERVICE |
| Namdong Gojan 119 Safety Center | ndgj119 | public | district_dong | PUBLIC SERVICE |
| Namgu Hakin2 Community Center | nh2cc | public | district_dong | PUBLIC SERVICE |
| Nonhyungojandoing community center | nhkj_cc | public | district_dong | PUBLIC SERVICE |
| Nonhyung 1 community center | ny1cc | public | district_dong | PUBLIC SERVICE |
| Bupyeong 1 dong community Center | pb1cc | public | district_dong | PUBLIC SERVICE |
| Songrim 4 Community Center | s4cc | public | district_dong | PUBLIC SERVICE |
| YoungHeung 119 Safety Center | yh119 | public | district_dong | PUBLIC SERVICE |
| YoungHeung Coastal Guard Office | yhego | public | district_dong | PUBLIC SERVICE |
| YoungHeung Police Office | yhpo | public | district_dong | PUBLIC SERVICE |
| Yonghyun 5 dong | yy5cc | public | district_dong | PUBLIC SERVICE |

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|--|---------|--------|---------------|------------------|
| community center | | | | |
| Buheung Middle School | bms | public | district_dong | SCHOOL/EDUCATION |
| Bupyeong Middle School | bpms | public | district_dong | SCHOOL/EDUCATION |
| Bupyeong Seo Elementary School | bses | public | district_dong | SCHOOL/EDUCATION |
| Changyoung Elementary School | chyes | public | district_dong | SCHOOL/EDUCATION |
| Daewol Elementary School | des | public | district_dong | SCHOOL/EDUCATION |
| Dongincheon Girl's Middle School | dgms | public | district_dong | SCHOOL/EDUCATION |
| Ganghwa Girl's High School | gghs | public | district_dong | SCHOOL/EDUCATION |
| Ganghwa Gabryong Elementary School | ggres | public | district_dong | SCHOOL/EDUCATION |
| Ganghwa Elementary School | ghes | public | district_dong | SCHOOL/EDUCATION |
| Galsan Middle School | gms | public | district_dong | SCHOOL/EDUCATION |
| Ganghwa Seonwon Elementary School | gses | public | district_dong | SCHOOL/EDUCATION |
| Guwol Seo Elementary School | gwses | public | district_dong | SCHOOL/EDUCATION |
| Hajeom Elementary School | hjes | public | district_dong | SCHOOL/EDUCATION |
| Incheon Ansan Elementary school | iae | public | district_dong | SCHOOL/EDUCATION |
| Incheon Bupyeong Nam Elementary School | ibnes | public | district_dong | SCHOOL/EDUCATION |
| Incheon Bugae Seo Elementary School | icbgses | public | district_dong | SCHOOL/EDUCATION |
| Incheon DongAm Elementary School | icdaes | public | district_dong | SCHOOL/EDUCATION |
| Incheon Cheonma Elementary School | ices | public | district_dong | SCHOOL/EDUCATION |
| Incheon Gonghang Elementary School | icges | public | district_dong | SCHOOL/EDUCATION |
| Incheon HwaJeon Elementary School | ichjes | public | district_dong | SCHOOL/EDUCATION |
| Incheon Dongsu Elementary School | ides | public | district_dong | SCHOOL/EDUCATION |
| Incheon Gumdan Elementary School | igdes | public | district_dong | SCHOOL/EDUCATION |
| Incheon Gajung Elementary school | ige | public | district_dong | SCHOOL/EDUCATION |
| Incheon Gyeheoung Elementary School | iges | public | district_dong | SCHOOL/EDUCATION |
| Incheon Gajwa High School | ighs | public | district_dong | SCHOOL/EDUCATION |
| Incheon Indong Elementary School | iies | public | district_dong | SCHOOL/EDUCATION |

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|---|----------|--------|---------------|-------------------|
| Incheon Namdong Elementary School | indesch | public | district_dong | SCHOOL/EDUCATION |
| Incheon Neungheodae Elementary School | inhdes | public | district_dong | SCHOOL/EDUCATION |
| Incheon Nonhyun Middle school | inms | public | district_dong | SCHOOL/EDUCATION |
| Incheon Sinchon Elementary School | isces | public | district_dong | SCHOOL/EDUCATION |
| Incheon Seoknamseo Elementary school | ise | public | district_dong | SCHOOL/EDUCATION |
| Incheon ShinHyeon Hight School | ishs | public | district_dong | SCHOOL/EDUCATION |
| Incheon Songwol Elementary School | iswes | public | district_dong | SCHOOL/EDUCATION |
| Incheon Yeonsu Elementary School | iyes | public | district_dong | SCHOOL/EDUCATION |
| Juan Library | jalib | public | district_dong | SCHOOL/EDUCATION |
| Juan North Elementary school | jnes | public | district_dong | SCHOOL/EDUCATION |
| Michuhol Foreign Language School | mcfls | public | district_dong | SCHOOL/EDUCATION |
| ManSuk Elementary School | mses | public | district_dong | SCHOOL/EDUCATION |
| Namdong Gojan High School | nd_gjhs | public | district_dong | SCHOOL/EDUCATION |
| Namdong High School | ndhs | public | district_dong | SCHOOL/EDUCATION |
| Nongok Elementary School | nes | public | district_dong | SCHOOL/EDUCATION |
| Nongok Middle School | nms | public | district_dong | SCHOOL/EDUCATION |
| Sinheung Elementary School | ses | public | district_dong | SCHOOL/EDUCATION |
| ShinHyun Girls Middle School | shg_ms | public | district_dong | SCHOOL/EDUCATION |
| ShinSuk Elementary School | sses | public | district_dong | SCHOOL/EDUCATION |
| Yonghyun Elementary School | yhes | public | district_dong | SCHOOL/EDUCATION |
| Ganghaw Tourism Project Development Center | ghtpdc | public | district_gu | BUSINESS |
| Korea Electrical Safety Corporation south Incheon | kesco_si | public | district_gu | BUSINESS |
| Korea Racing Authority Yeonsu | kra_ys | public | district_gu | BUSINESS |
| Donggu Volunteer Center | dvc | public | district_gu | CIVIC INVOLVEMENT |
| Gyeyang Volunteer Center | gvc | public | district_gu | CIVIC INVOLVEMENT |
| Seogu Volunteer Center | svc | public | district_gu | CIVIC INVOLVEMENT |
| Yeonsu Volunteer Center | ysvc | public | district_gu | CIVIC |

| | | | | INVOLVEMENT |
|--|--------|--------|-------------|----------------------|
| Bupyeonggu multicultural family support center | bpmfsc | public | district_gu | CULTURE/WELFARE |
| Chinese Culture Center | ccc | public | district_gu | CULTURE/WELFARE |
| Donggu Jahwal Center for Youth | djcy | public | district_gu | CULTURE/WELFARE |
| Dongu multicultural family support center | dmfsc | public | district_gu | CULTURE/WELFARE |
| Ganghwa Multicultural Family Support Center | ghmfsc | public | district_gu | CULTURE/WELFARE |
| Ganghwa Women Welfare Center | ghwwc | public | district_gu | CULTURE/WELFARE |
| Gyeyanggu Multicultural Family Support Center | gymfsc | public | district_gu | CULTURE/WELFARE |
| Hank San Culture Center | hcc | public | district_gu | CULTURE/WELFARE |
| Incheon Jemulpo Culture Center | ijcc | public | district_gu | CULTURE/WELFARE |
| Incheon Namdong Culture Center | indcc | public | district_gu | CULTURE/WELFARE |
| Incheon Seogu Senior Center | issc | public | district_gu | CULTURE/WELFARE |
| Incheon Yeonsu Culture Center | iycc | public | district_gu | CULTURE/WELFARE |
| Junggu multicultural Family Support Center | jgmfsc | public | district_gu | CULTURE/WELFARE |
| Korea-China Culture Center | kecc | public | district_gu | CULTURE/WELFARE |
| Namdonggu Multicultural Family Support Center | ndmfsc | public | district_gu | CULTURE/WELFARE |
| Namdong Social Welfare Committee | ndswc | public | district_gu | CULTURE/WELFARE |
| Namgu multicultural family support center | nmfsc | public | district_gu | CULTURE/WELFARE |
| Seogu multicultural family support center | smfsc | public | district_gu | CULTURE/WELFARE |
| Seogu Social Welfare Committee | sswc | public | district_gu | CULTURE/WELFARE |
| Yeonsu Multicultural Family Support Center | ysmfsc | public | district_gu | CULTURE/WELFARE |
| Healthy Family Support Center | hfsc | public | district_gu | PROFESSIONAL SERVICE |
| Incheon Bupyeong Health Center | ibhc | public | district_gu | PROFESSIONAL SERVICE |
| Incheon Dongu Health Center | icdghc | public | district_gu | PROFESSIONAL SERVICE |
| Incheon Geyang Health Center | ighc | public | district_gu | PROFESSIONAL SERVICE |
| Incheon Namdong Health Center | indhc | public | district_gu | PROFESSIONAL SERVICE |
| Incheon Nam-gu health | inhc | public | district_gu | PROFESSIONAL |

| center | | | | SERVICE |
|---|--------|--------|-------------|----------------------|
| Incheon Seo-gu health center | ishc | public | district_gu | PROFESSIONAL SERVICE |
| Junggu health Office | jho | public | district_gu | PROFESSIONAL SERVICE |
| Bupyeong Mental Health Support Center | pmhsc | public | district_gu | PROFESSIONAL SERVICE |
| Seogu Community Mental Health Center | scmhc | public | district_gu | PROFESSIONAL SERVICE |
| Bupyeong Healthy Family Support Center | bhpsc | public | district_gu | PUBLIC SERVICE |
| Ganghwa Community Office | gco | public | district_gu | PUBLIC SERVICE |
| Ganghwa Fire Station | gh_fs | public | district_gu | PUBLIC SERVICE |
| Incheon Bupyeong Fire Station | ibfs | public | district_gu | PUBLIC SERVICE |
| Incheon Bupyeonggu Election Commission | ibpec | public | district_gu | PUBLIC SERVICE |
| Incheon Bupyeong-gu Office | icbp | public | district_gu | PUBLIC SERVICE |
| Incheon Bupyeong Gu Council | icbpc | public | district_gu | PUBLIC SERVICE |
| Incheon Donggu Office | icdo | public | district_gu | PUBLIC SERVICE |
| Incheon Gyeyang District Office | icgd | public | district_gu | PUBLIC SERVICE |
| Incheon Jung Gu District Office | icjg | public | district_gu | PUBLIC SERVICE |
| Incheon Namdong Gu Council | icndgc | public | district_gu | PUBLIC SERVICE |
| Incheon Nam Dong Police Station | icndps | public | district_gu | PUBLIC SERVICE |
| Incheon Bupyeong Police Station | icps | public | district_gu | PUBLIC SERVICE |
| Incheon Seo Gu Council | icsgc | public | district_gu | PUBLIC SERVICE |
| Incheon Donggu Election Commission | idec | public | district_gu | PUBLIC SERVICE |
| Incheon Dohwa Police Station | idps | public | district_gu | PUBLIC SERVICE |
| Incheon Ganghwa Facility Management Corporation | ig_fmc | public | district_gu | PUBLIC SERVICE |
| Incheon Ganghwa Police Station | ighps | public | district_gu | PUBLIC SERVICE |
| Incheon Gyeyang Police Station | igps | public | district_gu | PUBLIC SERVICE |
| Incheon Jungbu Fire Station | ijbfs | public | district_gu | PUBLIC SERVICE |
| Incheon Jungbu Police Station | ijps | public | district_gu | PUBLIC SERVICE |
| Incheon Namdong Gu District Office | indo | public | district_gu | PUBLIC SERVICE |

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|--|---------|--------|-------------|------------------|
| Incheon Namdong Fire Station | infs | public | district_gu | PUBLIC SERVICE |
| Incheon Namgu Office | ino | public | district_gu | PUBLIC SERVICE |
| Incheon Nambu Police Station | inps | public | district_gu | PUBLIC SERVICE |
| Incheon Seogu Facility Management Corporation | is_fmc | public | district_gu | PUBLIC SERVICE |
| Incheon Seogu District Office | isdo | public | district_gu | PUBLIC SERVICE |
| Incheon Seobu Fire Station | isfs | public | district_gu | PUBLIC SERVICE |
| Incheon Seobu Police Station | isps | public | district_gu | PUBLIC SERVICE |
| Incheon SamSan Police Station | issps | public | district_gu | PUBLIC SERVICE |
| Incheon Yeonsu Police Station | iyps | public | district_gu | PUBLIC SERVICE |
| Incheon YeonSugo Office | iyso | public | district_gu | PUBLIC SERVICE |
| Korea Rural Community Corporation ganghwa | krcc_gh | public | district_gu | PUBLIC SERVICE |
| Ministry of labor at North Incheon | moelnic | public | district_gu | PUBLIC SERVICE |
| Nandong Healthy Family Support Center | ndhfsc | public | district_gu | PUBLIC SERVICE |
| National Health Insurance Service Incheon bupyeong | nhis_bp | public | district_gu | PUBLIC SERVICE |
| National Health Insurance Service Gyeongin | nhis_gi | public | district_gu | PUBLIC SERVICE |
| National Health Insurance Service Incheon Gyeyang | nhis_gy | public | district_gu | PUBLIC SERVICE |
| National Health Insurance Service Jungbu | nhis_mi | public | district_gu | PUBLIC SERVICE |
| National Health Insurance Service Incheon Seobu | nhis_sb | public | district_gu | PUBLIC SERVICE |
| Ongjin County Office | oco | public | district_gu | PUBLIC SERVICE |
| Gyeyang Dream Start Center | gydsc | public | district_gu | SCHOOL/EDUCATION |
| Namdong Dream Start Center | hddsc | public | district_gu | SCHOOL/EDUCATION |
| Incheon Hwadojine Library | hdjlib | public | district_gu | SCHOOL/EDUCATION |
| Incheon Bukgu Library | ibl | public | district_gu | SCHOOL/EDUCATION |
| Incheon Bukbu Office of Education | iboe | public | district_gu | SCHOOL/EDUCATION |
| Incheon Geyang Library | ic_gl | public | district_gu | SCHOOL/EDUCATION |
| Incheon Cyber Continual Education | icce | public | district_gu | SCHOOL/EDUCATION |
| Incheon Dongbu Office of Education | idoe | public | district_gu | SCHOOL/EDUCATION |
| Incheon Gagnhwa Office of Education | ighoe | public | district_gu | SCHOOL/EDUCATION |

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|---|----------|--------|---------------|------------------|
| Incheon Nambu Office of Education | inoe | public | district_gu | SCHOOL/EDUCATION |
| Incheon Seobu Office of Education | isoe | public | district_gu | SCHOOL/EDUCATION |
| Incheon BuPyeong Public Library | pbplib | public | district_gu | SCHOOL/EDUCATION |
| Yeonsu Children's Library | yschlib | public | district_gu | SCHOOL/EDUCATION |
| China Embassy | ce | public | international | PUBLIC SERVICE |
| France Embassy | fe | public | international | PUBLIC SERVICE |
| Mongolia Embassy | me | public | international | PUBLIC SERVICE |
| Tsingtao City hall | tch | public | international | PUBLIC SERVICE |
| Vietnam Embassy | ve | public | international | PUBLIC SERVICE |
| Incheon Airport Corporation | ia | public | national | BUSINESS |
| KEPCO_Kps | kepcokps | public | national | BUSINESS |
| Korea Land and Housing Corporation | klh | public | national | BUSINESS |
| KOTRA | kotra | public | national | BUSINESS |
| KT&G | ktg | public | national | BUSINESS |
| Anti-Corruption & Civil Right Commission | accrc | public | national | CULTURE/WELFARE |
| Human Resource Development Service in Korea | hrdsk | public | national | PUBLIC SERVICE |
| Incheon Airport Custom | icac | public | national | PUBLIC SERVICE |
| Immigration Service Office Incheon airport | io_ica | public | national | PUBLIC SERVICE |
| KOICA | koica | public | national | PUBLIC SERVICE |
| Korea Occupational and Health Agency | kosha | public | national | PUBLIC SERVICE |
| Ministry of Culture, Sports and Tourism | mest | public | national | PUBLIC SERVICE |
| Ministry of Administration | moa | public | national | PUBLIC SERVICE |
| Ministry of Education | moe | public | national | PUBLIC SERVICE |
| Ministry of Labor | moel | public | national | PUBLIC SERVICE |
| Ministry of Gender Equality and Family | mogef | public | national | PUBLIC SERVICE |
| Ministry of Justice | moj | public | national | PUBLIC SERVICE |
| Ministry of Strategy and Finance | mosf | public | national | PUBLIC SERVICE |
| Ministry of Trade, Industry and Energy | motie | public | national | PUBLIC SERVICE |
| Ministry of Unification | mou | public | national | PUBLIC SERVICE |
| Ministry of Health and Welfare | mw | public | national | PUBLIC SERVICE |
| National Government of South Korea | ngcSK | public | national | PUBLIC SERVICE |
| National Tax Services | nts | public | national | PUBLIC SERVICE |
| Prime Minister of Korea | pmk | public | national | PUBLIC SERVICE |

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|--|-----------|--------|----------|------------------|
| Presidential transition team | ptt | public | national | PUBLIC SERVICE |
| Special Committee for Asian Game National Assembly | scag_na | public | national | PUBLIC SERVICE |
| Supreme Prosecutor's Office Republic of Korea | spo | public | national | PUBLIC SERVICE |
| Unification center | uc | public | national | PUBLIC SERVICE |
| Ministry of labor at Gyeongin region | gmoel | public | province | PUBLIC SERVICE |
| Gyunggi Province Government | gpg | public | province | PUBLIC SERVICE |
| Korea Industrial Complex Corp_Gyungin Office | kicc_gyin | public | province | PUBLIC SERVICE |
| Korea Post_Gyungin | kp_g | public | province | PUBLIC SERVICE |
| Metropolitan Area Landfill Corporation | malc | public | province | PUBLIC SERVICE |
| National Pension Service Gyeongin | nps_gi | public | province | PUBLIC SERVICE |
| Gyunggi Office of Education | ggyoe | public | province | SCHOOL/EDUCATION |

APPENDIX 4

LIST OF ORGANIZATIONAL PARTICIPANTS, ANSAN

| Title | Node name | Source of funding | Jurisdiction | Type |
|---|-----------|-------------------|--------------|----------------------|
| Ansan Walkers | aw | nonprofit | city | CIVIC INVOLVEMENT |
| Good news Medical Volunteers | gmv | nonprofit | city | CIVIC INVOLVEMENT |
| Jiguin's Stop | js | nonprofit | city | CIVIC INVOLVEMENT |
| Toad Commanders | tc | nonprofit | city | CIVIC INVOLVEMENT |
| Ansan Cultural Festival Executive Committee | acf | nonprofit | city | CULTURE/WELFARE |
| Safe School Zone Movement Ansan Committee | sszmac | nonprofit | city | CULTURE/WELFARE |
| Ansan Nuns' Foundation | anf | nonprofit | city | IMMIGRANT/LABOR |
| Ansan Religion Committee | arc | nonprofit | city | IMMIGRANT/LABOR |
| Global Mission Center | gmc | nonprofit | city | IMMIGRANT/LABOR |
| Galilea Nunnery | gnn | nonprofit | city | IMMIGRANT/LABOR |
| Ansan Electronics Specialists Association | aesa | nonprofit | city | PROFESSIONAL SERVICE |
| Ansan Tomorrow's Forums | atf | nonprofit | city | PROFESSIONAL SERVICE |
| Korean Night School Numer | knsn | nonprofit | city | SCHOOL/EDUCATION |
| Association of District Headmen in Ansan | adha | nonprofit | city | CIVIC INVOLVEMENT |
| Ansan Senior Club | asc | nonprofit | city | CIVIC INVOLVEMENT |

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|---|----------|-----------|---------------|----------------------|
| Ansan Evergreen Club Wiseman International | asec_wi | nonprofit | city | CIVIC INVOLVEMENT |
| Beautiful and Invaluable Mate | bm_mate | nonprofit | city | CIVIC INVOLVEMENT |
| Committee for Unification of Ansan Citizen | cuac | nonprofit | city | CIVIC INVOLVEMENT |
| Mongolian Community in Ansan | mc_as | nonprofit | city | IMMIGRANT/LABOR |
| Salvation Army Multicultural Center_Ansan | sa_mc_as | nonprofit | city | IMMIGRANT/LABOR |
| Ansan Chinese Medicine Doctors' Association | acmda | nonprofit | city | PROFESSIONAL SERVICE |
| Ansan Doctors' Association | adca | nonprofit | city | PROFESSIONAL SERVICE |
| Ansan Dentist Association | ads | nonprofit | city | PROFESSIONAL SERVICE |
| Ansan Pharmacists' Association | apa | nonprofit | city | PROFESSIONAL SERVICE |
| Ansan Vincent Clinic | asvccn | nonprofit | city | PROFESSIONAL SERVICE |
| Free Health Clinic for Immigrants in Ansan | fhc | nonprofit | city | PROFESSIONAL SERVICE |
| Siheung Foreigner Welfare Center | sfwc | nonprofit | city_other | CULTURE/WELFARE |
| Salvation Army Nam Seoul Center | sa_nsc | nonprofit | city_other | IMMIGRANT/LABOR |
| Ehwa Women's University | ewu | nonprofit | city_other | PROFESSIONAL SERVICE |
| Suwon University | suniv | nonprofit | city_other | PROFESSIONAL SERVICE |
| UiJeongBu Art Center | uac | nonprofit | city_other | CULTURE/WELFARE |
| Seoul National University Gangnam Hospital | snugh | nonprofit | city_other | PROFESSIONAL SERVICE |
| Danwon Mons' Choir | dmc | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Korea Foodservice Industry Association Danwon | kfia_dw | nonprofit | district_gu | PROFESSIONAL SERVICE |
| Agape House | ah | nonprofit | district_dong | IMMIGRANT/LABOR |
| Korean Fine Art Association | kfaa | nonprofit | national | CULTURE/WELFARE |
| Korea Food for the Hungry International | kfhi | nonprofit | national | CULTURE/WELFARE |
| Gyunggi Art Museum | gam | nonprofit | province | CULTURE/WELFARE |
| Gyunggi Migrants' | gmhrsc | nonprofit | province | CULTURE/WELFARE |

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|---|----------|-----------|------|----------------------|
| Human Right Support Center | | | | |
| Central Gyunggi Hana Center | cghc | nonprofit | city | CULTURE/WELFARE |
| Hengbok and Sarang Sharing | hbsrsh | nonprofit | city | IMMIGRANT/LABOR |
| Multicultural Family Service Center | mfsc | nonprofit | city | IMMIGRANT/LABOR |
| Ansan Jeahwal Center | asjhct | nonprofit | city | PROFESSIONAL SERVICE |
| Ansan Rose Rotary Club | arrc | nonprofit | city | CIVIC INVOLVEMENT |
| Ansan citizen's cluster | as_cc | nonprofit | city | CIVIC INVOLVEMENT |
| Ansan Dolbomi Federation | as_dbfd | nonprofit | city | CIVIC INVOLVEMENT |
| Ansan Saemaul Undong Association | asua | nonprofit | city | CIVIC INVOLVEMENT |
| Association of the Wives of Fallen Soldiers | awfs_as | nonprofit | city | CIVIC INVOLVEMENT |
| Ansan Young Adults | aya | nonprofit | city | CIVIC INVOLVEMENT |
| Court Loving Volunteers | clvtrs | nonprofit | city | CIVIC INVOLVEMENT |
| Female Veterans' Association in Ansan | fva_as | nonprofit | city | CIVIC INVOLVEMENT |
| Green Consumer Network in Korea Ansan | genk_as | nonprofit | city | CIVIC INVOLVEMENT |
| Gohyang Community | gh_comm | nonprofit | city | CIVIC INVOLVEMENT |
| Gojumo Ansan | gjmaas | nonprofit | city | CIVIC INVOLVEMENT |
| Hanmaeum Volunteers | hmnvtrs | nonprofit | city | CIVIC INVOLVEMENT |
| Korea Disabled Veterans Association | kdvo_as | nonprofit | city | CIVIC INVOLVEMENT |
| Korea Red Cross_Ansan | krc_as | nonprofit | city | CIVIC INVOLVEMENT |
| Little Candles | lc | nonprofit | city | CIVIC INVOLVEMENT |
| International Lions Ansan | lions_as | nonprofit | city | CIVIC INVOLVEMENT |
| Marine Comrade in Ansan | mrc_as | nonprofit | city | CIVIC INVOLVEMENT |
| Sarang Nanuri | snanuri | nonprofit | city | CIVIC INVOLVEMENT |
| Sarang Shilcheon Volunteers | ssv | nonprofit | city | CIVIC INVOLVEMENT |
| Students' Union at Hanyang University | suhu | nonprofit | city | CIVIC INVOLVEMENT |
| True Friend Labor | tflu | nonprofit | city | CIVIC INVOLVEMENT |

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|---|----------|-----------|------|-------------------|
| Union | | | | |
| Veteran's Association in Ansan | va_as | nonprofit | city | CIVIC INVOLVEMENT |
| Voluntary Crime Prevention Committee | vcpc | nonprofit | city | CIVIC INVOLVEMENT |
| St. Vincent Paul Nuns' Foundation | vpnf | nonprofit | city | CIVIC INVOLVEMENT |
| Vision Ansan | vs_as | nonprofit | city | CIVIC INVOLVEMENT |
| 2010 Community Project Committee | 2010cpc | nonprofit | city | CULTURE/WELFARE |
| Ansan Art Center | aac | nonprofit | city | CULTURE/WELFARE |
| Ansan Art School | aas | nonprofit | city | CULTURE/WELFARE |
| Ansan Council of Daily Sport | acds | nonprofit | city | CULTURE/WELFARE |
| Ansan Cultural Festival Executive Committee | acfec | nonprofit | city | CULTURE/WELFARE |
| Ansan Community Radio Promotion Committee | acrpc | nonprofit | city | CULTURE/WELFARE |
| Ansan Orchestra | ao | nonprofit | city | CULTURE/WELFARE |
| Ansan Soccer Association of Immigrants | asaoi | nonprofit | city | CULTURE/WELFARE |
| Ansan Women Center | awc | nonprofit | city | CULTURE/WELFARE |
| Ansan Youth Center | ayc | nonprofit | city | CULTURE/WELFARE |
| Counseling Center for Korean Chinese | cckc | nonprofit | city | CULTURE/WELFARE |
| DongSan Welfare Support Center | dwsc | nonprofit | city | CULTURE/WELFARE |
| Happy Courtesy Center | hppycc | nonprofit | city | CULTURE/WELFARE |
| Ildong Agape | id_agape | nonprofit | city | CULTURE/WELFARE |
| Korean People Artist Federation in Ansan | kpaf_as | nonprofit | city | CULTURE/WELFARE |
| Love Neighbor Ansan Multicultural Community Children Center | lnamcc | nonprofit | city | CULTURE/WELFARE |
| Supporting group for Sahalin Korean | sg_shk | nonprofit | city | CULTURE/WELFARE |
| Together Multicultural Children Center | tmcc | nonprofit | city | CULTURE/WELFARE |
| Unihope | unihope | nonprofit | city | CULTURE/WELFARE |
| YMCA in Ansan | ymca_as | nonprofit | city | CULTURE/WELFARE |
| Ansan Emmaus | aemc | nonprofit | city | IMMIGRANT/LABOR |

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|---|---------|-----------|------|-----------------|
| Multicultural Center | | | | |
| Ansan First Church | afc | nonprofit | city | IMMIGRANT/LABOR |
| Ansan Female Labor Union | aflu | nonprofit | city | IMMIGRANT/LABOR |
| Antioch International Mission Center | aimc | nonprofit | city | IMMIGRANT/LABOR |
| Ansan Korean Chinese Church | akcc | nonprofit | city | IMMIGRANT/LABOR |
| Ansan Commission of Labor and Human Right | alhrc | nonprofit | city | IMMIGRANT/LABOR |
| Ansan Migrant Center | amc | nonprofit | city | IMMIGRANT/LABOR |
| Ansan Nodong Party | anp | nonprofit | city | IMMIGRANT/LABOR |
| asbino | asbino | nonprofit | city | IMMIGRANT/LABOR |
| Ansan Shilcheon Coalition | asct | nonprofit | city | IMMIGRANT/LABOR |
| Ansan Loving Seatermin Group | aslsg | nonprofit | city | IMMIGRANT/LABOR |
| Bangladesh Community in Ansan | bc_as | nonprofit | city | IMMIGRANT/LABOR |
| Bobong, Emeritus Elders' Group | beeg | nonprofit | city | IMMIGRANT/LABOR |
| Bomun Temple in Ansan | btas | nonprofit | city | IMMIGRANT/LABOR |
| Chinese Community in Ansan | cc_ac | nonprofit | city | IMMIGRANT/LABOR |
| Citizen's Coalition for Democratic Revolution | ccdr | nonprofit | city | IMMIGRANT/LABOR |
| Coalition for Immigrant Justice in Ansan | cij_as | nonprofit | city | IMMIGRANT/LABOR |
| Catholic Immigrant Support Center | cisc | nonprofit | city | IMMIGRANT/LABOR |
| Coalition for Sri Rankan Independence | csri | nonprofit | city | IMMIGRANT/LABOR |
| Dongsan Church | dc | nonprofit | city | IMMIGRANT/LABOR |
| Federation for Migrants' Human Rights | fmhr | nonprofit | city | IMMIGRANT/LABOR |
| Global Village | gv | nonprofit | city | IMMIGRANT/LABOR |
| Hope Sharing People_Ansan | hsp_as | nonprofit | city | IMMIGRANT/LABOR |
| Indian Community in Ansan | ic_as | nonprofit | city | IMMIGRANT/LABOR |
| Incheon Citizen's | Ichc_fd | nonprofit | city | IMMIGRANT/LABOR |

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|--|-----------|-----------|------|-----------------|
| Federation | | | | |
| Indonesian Community Group in Ansan | idnc_as | nonprofit | city | IMMIGRANT/LABOR |
| Iranian Community in Ansan | irc_as | nonprofit | city | IMMIGRANT/LABOR |
| Jinbo Ansan | ja | nonprofit | city | IMMIGRANT/LABOR |
| Joint Measure Committee for Immigrant Workers in Ansan | jmciwa | nonprofit | city | IMMIGRANT/LABOR |
| Justice Ansan | jstc_as | nonprofit | city | IMMIGRANT/LABOR |
| Korean Chinese Community in Ansan | kcc_ac | nonprofit | city | IMMIGRANT/LABOR |
| Korean Chinese Elders' Association | kcea | nonprofit | city | IMMIGRANT/LABOR |
| The Korean confederation of trade union in Ansan | kctu_as | nonprofit | city | IMMIGRANT/LABOR |
| Labor-Management Development Foundation | lmdf | nonprofit | city | IMMIGRANT/LABOR |
| Nepal Community in Ansan | nc_as | nonprofit | city | IMMIGRANT/LABOR |
| Onebulgyo_Anasan | onebul_as | nonprofit | city | IMMIGRANT/LABOR |
| Onnuri M center | onnmc | nonprofit | city | IMMIGRANT/LABOR |
| Pakistani Community in Ansan | pc_as | nonprofit | city | IMMIGRANT/LABOR |
| Philippines AFMC | ppafmc | nonprofit | city | IMMIGRANT/LABOR |
| Philippines Community in Ansan | ppc_as | nonprofit | city | IMMIGRANT/LABOR |
| Shelter for Female Immigrants | sffi | nonprofit | city | IMMIGRANT/LABOR |
| Sri Rankan community | src_as | nonprofit | city | IMMIGRANT/LABOR |
| Thai Community in Ansan | tc_as | nonprofit | city | IMMIGRANT/LABOR |
| The Community Space Litmus | teslit | nonprofit | city | IMMIGRANT/LABOR |
| The First Multicultural Center | tfmc | nonprofit | city | IMMIGRANT/LABOR |
| The House of Kosian | thk | nonprofit | city | IMMIGRANT/LABOR |
| The House of Korean Chinese | thkc | nonprofit | city | IMMIGRANT/LABOR |
| The Power of Labors in Ansan | tpla | nonprofit | city | IMMIGRANT/LABOR |

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|--|-------------|-----------|------|----------------------|
| Uzbek Community in Ansan | uc_as | nonprofit | city | IMMIGRANT/LABOR |
| Vietnam community in Ansan | vc_as | nonprofit | city | IMMIGRANT/LABOR |
| Ansan Agenda 21 | aa21 | nonprofit | city | PROFESSIONAL SERVICE |
| Ansan Central Hospital | ach | nonprofit | city | PROFESSIONAL SERVICE |
| Association of Distinguished Military Services | adms | nonprofit | city | PROFESSIONAL SERVICE |
| Ansan Korea University Hospital | akuh | nonprofit | city | PROFESSIONAL SERVICE |
| Ansan Citizen's Forum for Peaceful Unification | ascfpu | nonprofit | city | PROFESSIONAL SERVICE |
| AnsanHak Research Institute | ashri | nonprofit | city | PROFESSIONAL SERVICE |
| Ansan University | au | nonprofit | city | PROFESSIONAL SERVICE |
| Ansan Women's Group Council | awgc | nonprofit | city | PROFESSIONAL SERVICE |
| The Citizens' Coalition for Economic Justice (CCEJ) in Ansan | ccej_as | nonprofit | city | PROFESSIONAL SERVICE |
| Commission for Multicultural Family | cfmf | nonprofit | city | PROFESSIONAL SERVICE |
| Central Hospital | ct_hospital | nonprofit | city | PROFESSIONAL SERVICE |
| Dosan Academy Female leaders' club | daflc | nonprofit | city | PROFESSIONAL SERVICE |
| Female Christian Doctors' Association | fcda | nonprofit | city | PROFESSIONAL SERVICE |
| Lawyers' Association for Democratic Society | lads | nonprofit | city | PROFESSIONAL SERVICE |
| National Unification Advisory Council Ansan | nuaca | nonprofit | city | PROFESSIONAL SERVICE |
| Onegwang Ansan Senior Hospital | ogash | nonprofit | city | PROFESSIONAL SERVICE |
| Shincheon Hospital | sc_hospital | nonprofit | city | PROFESSIONAL SERVICE |
| Ansan Engineering College Social Education Center | aec_cec | nonprofit | city | SCHOOL/EDUCATION |
| Ansan Politech High school | apth | nonprofit | city | SCHOOL/EDUCATION |
| KwanSan Library | ksl | nonprofit | city | SCHOOL/EDUCATION |

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|--|-------------|-----------|---------------|----------------------|
| Multicultural Language Institute | mli | nonprofit | city | SCHOOL/EDUCATION |
| Mongolian School in Korea | msk | nonprofit | city | SCHOOL/EDUCATION |
| Multicultural Charter School | mtchscool | nonprofit | city | SCHOOL/EDUCATION |
| Yongsin Lifelong Education Center | ycec | nonprofit | city | SCHOOL/EDUCATION |
| Ansan Community Chest of Korea | acck | nonprofit | city | CULTURE/WELFARE |
| Multicultural Society Education Center | mcsec | nonprofit | city | SCHOOL/EDUCATION |
| Shihwa Immigrant Workers' Center | shiwc | nonprofit | city_other | CULTURE/WELFARE |
| Gumi Catholic Labor Cultural Center | geccc | nonprofit | city_other | IMMIGRANT/LABOR |
| Myungseong Church | mschurch | nonprofit | city_other | IMMIGRANT/LABOR |
| Inha University Hospital | ihh | nonprofit | city_other | PROFESSIONAL SERVICE |
| Shihwa Hospital | sh_hospital | nonprofit | city_other | PROFESSIONAL SERVICE |
| Onegwang Univ Traditional Medicine Student Association | ogtmsa | nonprofit | city_other | CIVIC INVOLVEMENT |
| Digital Seoul Culture Arts University | dscau | nonprofit | city_other | CULTURE/WELFARE |
| The Third Day Church | tdc | nonprofit | city_other | IMMIGRANT/LABOR |
| The Love Church | tlc | nonprofit | city_other | IMMIGRANT/LABOR |
| Korea Gas Safety Corporation Sangnoksu Vts | kgsc_svt | nonprofit | district_gu | CIVIC INVOLVEMENT |
| Danwon Care Center for Elders | dcc_e | nonprofit | district_gu | CIVIC INVOLVEMENT |
| East Ansan Rotary Club | earc | nonprofit | district_dong | CIVIC INVOLVEMENT |
| Ansan Rotary Club_Gwangduck | earc_gd | nonprofit | district_dong | CIVIC INVOLVEMENT |
| Newtown Leader's Association at Onegok District | ntla | nonprofit | district_dong | CIVIC INVOLVEMENT |
| Newtown Women's Club | nwc | nonprofit | district_dong | CIVIC INVOLVEMENT |
| Onegok2 Resident Committee | o2rc | nonprofit | district_dong | CIVIC INVOLVEMENT |
| Onegok Resident Committee | orc | nonprofit | district_dong | CIVIC INVOLVEMENT |
| Onegok-Dong | osua | nonprofit | district_dong | CIVIC INVOLVEMENT |

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|---|-----------|-----------|---------------|----------------------|
| Saemaul Undong Association | | | | |
| Onegok Software Support Center | ogssc | nonprofit | district_dong | CULTURE/WELFARE |
| Station Area Development Association | sada | nonprofit | district_dong | IMMIGRANT/LABOR |
| Korea China Cultural Association | kcca | nonprofit | international | CULTURE/WELFARE |
| Unesco Korea | kunesco | nonprofit | international | CULTURE/WELFARE |
| Save The Children | stc | nonprofit | international | CULTURE/WELFARE |
| United Nations High Commissioner for Refugees | UNHCR | nonprofit | international | CULTURE/WELFARE |
| UNICEF | unicef | nonprofit | international | CULTURE/WELFARE |
| UNWTO-STEP | unwtostep | nonprofit | international | CULTURE/WELFARE |
| Borderless Medical Service Volunteers (LA Central Church) | bmsv_la | nonprofit | international | PROFESSIONAL SERVICE |
| Global Family Training Center | gftc | nonprofit | national | CIVIC INVOLVEMENT |
| Good Partners | gpartners | nonprofit | national | CIVIC INVOLVEMENT |
| Korea Federation of Volunteer Center | kfvc | nonprofit | national | CIVIC INVOLVEMENT |
| Korea Volunteers' Forum | kv_f | nonprofit | national | CIVIC INVOLVEMENT |
| Samsung Corporate Citizenship | scpcz | nonprofit | national | CIVIC INVOLVEMENT |
| Sadam People | sdpp | nonprofit | national | CIVIC INVOLVEMENT |
| SilSaGuSi Volunteers | sskself | nonprofit | national | CIVIC INVOLVEMENT |
| Asia Future Foundation | aff | nonprofit | national | CULTURE/WELFARE |
| Amore Pacific Foundation | apf | nonprofit | national | CULTURE/WELFARE |
| BBBKorea | bbb | nonprofit | national | CULTURE/WELFARE |
| Community Chest of Korea | cck | nonprofit | national | CULTURE/WELFARE |
| Campaign Office For Healthy Society | cofhs | nonprofit | national | CULTURE/WELFARE |
| KEB Foundation | febf | nonprofit | national | CULTURE/WELFARE |
| Korea Council of Sport for All | kcsa | nonprofit | national | CULTURE/WELFARE |
| Korea Multiculture Center | kmc | nonprofit | national | CULTURE/WELFARE |
| Korea Foundation for International Health | kofih | nonprofit | national | CULTURE/WELFARE |

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|--|---------|-----------|----------|----------------------|
| Care | | | | |
| Korea Social Welfare Committee | kswc | nonprofit | national | CULTURE/WELFARE |
| Korea Women's Foundation | kwf | nonprofit | national | CULTURE/WELFARE |
| UngJin Foundation | uf | nonprofit | national | CULTURE/WELFARE |
| World Vision Korea | wvk | nonprofit | national | CULTURE/WELFARE |
| Association for migrant workers' human right and welfare | amwhrwf | nonprofit | national | IMMIGRANT/LABOR |
| Christian Coalition for Social Mission | ccsm | nonprofit | national | IMMIGRANT/LABOR |
| Human Rights Commission at Korean Presbyterian Community | hrckpc | nonprofit | national | IMMIGRANT/LABOR |
| Korea Church Council Human Right Committee | kcc_hrc | nonprofit | national | IMMIGRANT/LABOR |
| migrant women's right committee | mwrc | nonprofit | national | IMMIGRANT/LABOR |
| Nancen | nancen | nonprofit | national | IMMIGRANT/LABOR |
| National Human Right Committee | nhrc | nonprofit | national | IMMIGRANT/LABOR |
| Salvation Army Church | sac | nonprofit | national | IMMIGRANT/LABOR |
| Thailand Mission Paros | tmp | nonprofit | national | IMMIGRANT/LABOR |
| Alumni Association of Phoenix leadership | aapl | nonprofit | national | PROFESSIONAL SERVICE |
| Korean Association for the Study of Liver | kasl | nonprofit | national | PROFESSIONAL SERVICE |
| Korean Dental Association | kda | nonprofit | national | PROFESSIONAL SERVICE |
| Korean Digital University | kdu | nonprofit | national | PROFESSIONAL SERVICE |
| Korean Medical Association | kma | nonprofit | national | PROFESSIONAL SERVICE |
| Korean Nurse Association | kna | nonprofit | national | PROFESSIONAL SERVICE |
| Korea National Tuberculosis Association | knta | nonprofit | national | PROFESSIONAL SERVICE |
| Korea Open Doctor Society | kods | nonprofit | national | PROFESSIONAL SERVICE |

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|---|---------|-----------|----------|----------------------|
| Korea Polytechnic University | kpu | nonprofit | national | PROFESSIONAL SERVICE |
| Korea Youth Group Association | kyga | nonprofit | national | PROFESSIONAL SERVICE |
| Multiculture Food and Tourism Institute | mcfti | nonprofit | national | PROFESSIONAL SERVICE |
| National Cultural Center Association | ncca | nonprofit | national | PROFESSIONAL SERVICE |
| Peace Museum | pm | nonprofit | national | PROFESSIONAL SERVICE |
| Saemaul Undong Central Institute | suci | nonprofit | national | PROFESSIONAL SERVICE |
| The Association of Korean Medicine | takm | nonprofit | national | PROFESSIONAL SERVICE |
| Korea Institution for Labor Education | kile | nonprofit | national | SCHOOL/EDUCATION |
| KICOX Volunteers | kicoxv | nonprofit | province | CIVIC INVOLVEMENT |
| Gyunggi Community Chest of Korea | gcck | nonprofit | province | CULTURE/WELFARE |
| Gyunggi Cultural Foundation | ggcf | nonprofit | province | CULTURE/WELFARE |
| Gyunggi Welfare Foundation | gwf | nonprofit | province | CULTURE/WELFARE |
| Korea Red Cross_gyunggi | krc_gg | nonprofit | province | CULTURE/WELFARE |
| Construction Labor Union at Western Gyungki | cwuwk | nonprofit | province | IMMIGRANT/LABOR |
| Metropolitan Immigrant Labor Union at Ansan | miwu_as | nonprofit | province | IMMIGRANT/LABOR |
| Sharing and Serving | sas | nonprofit | province | IMMIGRANT/LABOR |
| Gyunggi Engineering College | ggec | nonprofit | province | PROFESSIONAL SERVICE |
| Gyungin National University of Education | ginue | nonprofit | province | PROFESSIONAL SERVICE |
| Gyunggi Research Institute for Family and Women | griffw | nonprofit | province | PROFESSIONAL SERVICE |
| Gyunggido Taekwondo Association | gta | nonprofit | province | PROFESSIONAL SERVICE |
| Korea Movie Association Gyunggi | kmag | nonprofit | province | PROFESSIONAL SERVICE |
| Deaji Petro Co. Ltd | dp_cltd | private | city | BUSINESS |
| E-mart Ansan | emt_as | private | city | BUSINESS |

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|--|--------------|---------|------|----------------------|
| Ansan Saemaul Bank Committee | asbc | private | city | BUSINESS |
| Chamber of Commerce Ansan | coc_as | private | city | BUSINESS |
| LP GAS association Ansan | lpgas | private | city | BUSINESS |
| Ansan Clean company | accomp | private | city | BUSINESS |
| Ansan Credit Union | acu | private | city | BUSINESS |
| Ansan News | an | private | city | BUSINESS |
| Ansan Woori Net_Ansan news | anawn | private | city | BUSINESS |
| Ansan Urban Area Development Corporation | auadc | private | city | BUSINESS |
| CGV Ansan | cgv_as | private | city | BUSINESS |
| JeaKyeong Co., Ltd. | Jkcoltd | private | city | BUSINESS |
| Ansan LP Gas Association | lpga_as | private | city | BUSINESS |
| Meganex Ansan | mgnx_as | private | city | BUSINESS |
| Nonhyup_Ansan | nh_as | private | city | BUSINESS |
| Onnuri Lawyer's Foundation | onnr_lf | private | city | BUSINESS |
| SamCheonli Urban Gasoline Co. Ltd | sc_ugcl | private | city | BUSINESS |
| Sunil Coloring | scolor | private | city | BUSINESS |
| Sungji System | sjs | private | city | BUSINESS |
| Seoul food | slf | private | city | BUSINESS |
| SMJ | smj | private | city | BUSINESS |
| SamU Silk | smsilk | private | city | BUSINESS |
| Asian Noodle | as_nd | private | city | IMMIGRANT/LABOR |
| Mongolian Chambers of Commerce | mcc | private | city | IMMIGRANT/LABOR |
| 21st Century Hospital | 21sthos | private | city | PROFESSIONAL SERVICE |
| Ansan 1 University | a1univ | private | city | PROFESSIONAL SERVICE |
| BMO Women's Clinic | bmo | private | city | PROFESSIONAL SERVICE |
| DongEueSung Danwon Clinic | des_dwh | private | city | PROFESSIONAL SERVICE |
| Danwon Hospital | dh | private | city | PROFESSIONAL SERVICE |
| Dr. Oh's Pharmacy | drO_ph | private | city | PROFESSIONAL SERVICE |
| Gojan Yulin Dental Clinic | gjydc | private | city | PROFESSIONAL SERVICE |
| Hando Hospital | hh | private | city | PROFESSIONAL SERVICE |
| Mispia Women's Care Clinic | mispia | private | city | PROFESSIONAL SERVICE |
| SBS Ansan Beauty | sbs_asbeauty | private | city | PROFESSIONAL SERVICE |

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|--------------------------------------|-----------|---------|---------------|----------------------|
| School | | | | |
| The First Hospital | tfhos | private | city | PROFESSIONAL SERVICE |
| Yeonsei Eye Clinic | yeye | private | city | PROFESSIONAL SERVICE |
| SunCheonHyang Univ_Bucheon Hospital | sch_bphos | private | city_other | PROFESSIONAL SERVICE |
| Korea Exchange Bank at Onegok | keb_og | private | district_dong | BUSINESS |
| Merchant Club in Onegok Bondong | mcob | private | district_dong | BUSINESS |
| Chinese Merchant Club in Onegok Dong | cmco | private | district_dong | IMMIGRANT/LABOR |
| Asiana Airline | AA | private | national | BUSINESS |
| Arirang TV | atv | private | national | BUSINESS |
| DongWon F&B | dfb | private | national | BUSINESS |
| DeaDuk GDS | dgds | private | national | BUSINESS |
| DeaWoo International | dwitnl | private | national | BUSINESS |
| Evening News Paper | enp | private | national | BUSINESS |
| Geoyang Co.ltd. | geoyang | private | national | BUSINESS |
| GN&S Co. Ltd | gnns | private | national | BUSINESS |
| Grand Korea Leisure Co. Ltd | grKorea | private | national | BUSINESS |
| Gyup Bank | gy_bank | private | national | BUSINESS |
| Hana Finance | hanaf | private | national | BUSINESS |
| Intrise Co. Ltd | itrise | private | national | BUSINESS |
| KT IT Supporters | kis | private | national | BUSINESS |
| Lotte Corporation | lotte | private | national | BUSINESS |
| Munhwa Broadcast | mbc | private | national | BUSINESS |
| Piaget Korea | piaget | private | national | BUSINESS |
| POSCO | posco | private | national | BUSINESS |
| Samsung Co. Ltd. | samsung | private | national | BUSINESS |
| Seoul Broadcast System | sbs | private | national | BUSINESS |
| Samcheonli | schli | private | national | BUSINESS |
| Silk Korea | skorea | private | national | BUSINESS |
| SK telecom | sktelecom | private | national | BUSINESS |
| Samsung Life Insurance | sli | private | national | BUSINESS |
| Seoul Milk | sm | private | national | BUSINESS |
| Samnip Food | snf | private | national | BUSINESS |
| STX Corporation | stx | private | national | BUSINESS |
| JungSung Apparel | jsapral | private | national | BUSINESS |
| Twohan Tech Co. Ltd. | tht_cl | private | national | BUSINESS |
| Onbiang | oba | private | national | CULTURE/WELFARE |
| Jungbu Daily | jbdaily | private | province | BUSINESS |

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|--|---------|---------|----------|----------------------|
| KB Gukmin Bank GyeongSu Local Center | kb_gs | private | province | BUSINESS |
| Nonhyup_Gyeonggi | nh_gg | private | province | BUSINESS |
| OBS GyungIn TV | obs_ktv | private | province | BUSINESS |
| Hanyang University | hu | private | city | PROFESSIONAL SERVICE |
| Ansan Fire Station | afs | public | city | PUBLIC SERVICE |
| Ansan Custody | ascd | public | city | PUBLIC SERVICE |
| Industry Support Center | idsc | public | city | PUBLIC SERVICE |
| Local Prosecutors' Office_Ansan | lpoa | public | city | PUBLIC SERVICE |
| SeongPo Library | sp_lib | public | city | SCHOOL/EDUCATION |
| Ansan Volunteer Center | avc | public | city | CIVIC INVOLVEMENT |
| Ansan City Community Children Center | acccc | public | city | CULTURE/WELFARE |
| Ansan Human Resource Development Center | ahrdc | public | city | CULTURE/WELFARE |
| Ansan Hallelujah Soccer Team | ahst | public | city | CULTURE/WELFARE |
| Ansan Immigrant Labor Support Center | ailsc | public | city | CULTURE/WELFARE |
| Ansan Culture Center | ascc | public | city | CULTURE/WELFARE |
| Ansancity Youth Empowerment Center | ayec | public | city | CULTURE/WELFARE |
| Ansan city Internet broadcast (Batv ansan net) | batv_as | public | city | CULTURE/WELFARE |
| Center for Supporting Multicultural Family | csmf | public | city | CULTURE/WELFARE |
| We Start Global Children Center | wsgcc | public | city | CULTURE/WELFARE |
| Ansan Health Center | ahc | public | city | PROFESSIONAL SERVICE |
| Ansan Health Family Support Center | ahfsc | public | city | PROFESSIONAL SERVICE |
| Ansan Local Social Welfare Committee | alswc | public | city | PROFESSIONAL SERVICE |
| Ansan Women Resources Development Center | awrdc | public | city | PROFESSIONAL SERVICE |
| Committee for Economy and Society in Ansan | ces_as | public | city | PROFESSIONAL SERVICE |

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|---|-----------|--------|------|------------------|
| Ansan Customs | ac | public | city | PUBLIC SERVICE |
| Ansan City Council | acc | public | city | PUBLIC SERVICE |
| Ansan City Government | acg | public | city | PUBLIC SERVICE |
| Ansan Facility Management Corporation | afmc | public | city | PUBLIC SERVICE |
| Ansan Immigrant Employment Center | aiec | public | city | PUBLIC SERVICE |
| Ansan Immigration Service Office | aiso | public | city | PUBLIC SERVICE |
| Ansan Police Station | aps | public | city | PUBLIC SERVICE |
| Ansan Representative Park | arp | public | city | PUBLIC SERVICE |
| Ansan station | asst | public | city | PUBLIC SERVICE |
| Ansan Urban Planning Committee | aupc | public | city | PUBLIC SERVICE |
| Ansan Vehicle Registration Center | avrc | public | city | PUBLIC SERVICE |
| Crime Prevention Patrol in Ansan | cpc_as | public | city | PUBLIC SERVICE |
| Ansan Driver's License Center | dlc_as | public | city | PUBLIC SERVICE |
| Korea Worker's Compensation and Welfare Service_Ansan | kwcws_as | public | city | PUBLIC SERVICE |
| Local Autonomy Committee | lac | public | city | PUBLIC SERVICE |
| Local Crime Prevention Commission | lcpc | public | city | PUBLIC SERVICE |
| Migrants' Helpcall, | mhc | public | city | PUBLIC SERVICE |
| Ministry of Labor Ansan Office | moleao | public | city | PUBLIC SERVICE |
| Employment & Labor Administration Mid Region at Ansan | molmra | public | city | PUBLIC SERVICE |
| National Health Insurance Service_Ansan | nhis_as | public | city | PUBLIC SERVICE |
| Probation Office of Ministry of Justice at Ansan | po_moj_as | public | city | PUBLIC SERVICE |
| Ansan Daeduk Youth Science Center | adysc | public | city | SCHOOL/EDUCATION |

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|-----------------------------------|-----------|--------|---------------|----------------------|
| Ansan Lifelong Education Center | alec | public | city | SCHOOL/EDUCATION |
| Ansan Multiculture Small Library | amsl | public | city | SCHOOL/EDUCATION |
| Ansan Office of Education | aoe | public | city | SCHOOL/EDUCATION |
| Ansan Library | as_lib | public | city | SCHOOL/EDUCATION |
| DongSan High school | dsh | public | city | SCHOOL/EDUCATION |
| UiJeongBu Volunteer Center | uvc | public | city_other | CIVIC INVOLVEMENT |
| Social Welfare Center at Shiheung | swc_sh | public | city_other | CULTURE/WELFARE |
| Incheon City Volunteer Center | icvc | public | city_other | CIVIC INVOLVEMENT |
| Bono Community Welfare Center | bncwc | public | distric_gu | CULTURE/WELFARE |
| Danwon Public Health Center | dphc | public | distric_gu | PROFESSIONAL SERVICE |
| Sangnok Health Center | shc | public | distric_gu | PROFESSIONAL SERVICE |
| Ansan Danwon Police Station | adps | public | distric_gu | PUBLIC SERVICE |
| Danwon Borough Office | dwbdo | public | distric_gu | PUBLIC SERVICE |
| Sangnok Police Station | sps | public | distric_gu | PUBLIC SERVICE |
| Bugok Community Center | bcc | public | district_dong | CULTURE/WELFARE |
| Ansan Choji Social Welfare Center | choji | public | district_dong | CULTURE/WELFARE |
| Gunja Social Welfare Center | gswc | public | district_dong | CULTURE/WELFARE |
| Onegok Public Health Center | ophc | public | district_dong | PROFESSIONAL SERVICE |
| Bono 1 Community Center | b1cc | public | district_dong | PUBLIC SERVICE |
| District Security Office | dso | public | district_dong | PUBLIC SERVICE |
| Onegok District Office | odo | public | district_dong | PUBLIC SERVICE |
| Ansan Gamgol Library Sungpo | agl_sp | public | district_dong | SCHOOL/EDUCATION |
| Gwansan Middle School | gms | public | district_dong | SCHOOL/EDUCATION |
| Ansan Onegok Daycare | ogdaycare | public | district_dong | SCHOOL/EDUCATION |

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|---|------------|--------|---------------|------------------|
| Onegok Elementary School | oges | public | district_dong | SCHOOL/EDUCATION |
| Onegok High school | ogh | public | district_dong | SCHOOL/EDUCATION |
| Seonbu Daycare Center | sb_dc | public | district_dong | SCHOOL/EDUCATION |
| Samil Elementary School | smesch | public | district_dong | SCHOOL/EDUCATION |
| China Embassy | ce | public | international | PUBLIC SERVICE |
| Indonesian Embassy | ie | public | international | PUBLIC SERVICE |
| Mongolian Government | mg | public | international | PUBLIC SERVICE |
| Philippines Embassy | pe | public | international | PUBLIC SERVICE |
| Sri Ranka Embassy | sr_embassy | public | international | PUBLIC SERVICE |
| Thai Embassy in Korea | Thai_emb | public | international | PUBLIC SERVICE |
| Vietnam Embassy | ve | public | international | PUBLIC SERVICE |
| Korea Asset Management Corporation | kamc | public | national | BUSINESS |
| Korea Export-Import Bank | keib | public | national | BUSINESS |
| Korea Electrical Safety Corporation | kesco | public | national | BUSINESS |
| Korea Green Promotion Agency | kgpa | public | national | BUSINESS |
| Korea Racing Authority | kra | public | national | BUSINESS |
| KT&G | ktng | public | national | BUSINESS |
| Shihwaho Power Plant Construction Team | spptc | public | national | BUSINESS |
| The Lottery Committee Korea | tlck | public | national | BUSINESS |
| Arts Council Korea | ack | public | national | CULTURE/WELFARE |
| Korea Arts Culture Education Service | kaces | public | national | CULTURE/WELFARE |
| Korea Agency for Digital Opportunity & Production | kado | public | national | CULTURE/WELFARE |
| The National Council of Youth | tncy | public | national | CULTURE/WELFARE |
| Democratic Party of Korea | dpk | public | national | IMMIGRANT/LABOR |
| Anticorruption and Civil right Commission | aacrc | public | national | PUBLIC SERVICE |
| Human Resource | hrdsk | public | national | PUBLIC SERVICE |

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|---|-----------|--------|----------|----------------------|
| Development Service in Korea | | | | |
| Korean Institute for Healthy Family | kifhf | public | national | PUBLIC SERVICE |
| Korea Transportation Safety Authority | ktsa | public | national | PUBLIC SERVICE |
| Ministry of Culture, Sports and Tourism | mcst | public | national | PUBLIC SERVICE |
| Ministry of Knowledge Economy | mke | public | national | PUBLIC SERVICE |
| Ministry of Administration | moa | public | national | PUBLIC SERVICE |
| Ministry of Education | moe | public | national | PUBLIC SERVICE |
| Ministry of Labor | moel | public | national | PUBLIC SERVICE |
| Ministry of Foreign Affairs | mofa | public | national | PUBLIC SERVICE |
| Ministry of Gender Equality and Family | mogef | public | national | PUBLIC SERVICE |
| Ministry of Health and Welfare | mohw | public | national | PUBLIC SERVICE |
| Ministry of Justice | moj | public | national | PUBLIC SERVICE |
| Ministry of Strategy and Finance | mosf | public | national | PUBLIC SERVICE |
| Ministry of Unification | mouni | public | national | PUBLIC SERVICE |
| National Assembly of Korea | nak | public | national | PUBLIC SERVICE |
| National Government of South Korea | ngcSK | public | national | PUBLIC SERVICE |
| Korea National Library | knl | public | national | SCHOOL/EDUCATION |
| Unification center | uc | public | national | SCHOOL/EDUCATION |
| Korea Gas Safety Corporation Gyunggi | kgscg | public | province | BUSINESS |
| Korea Industrial Complex Corp_West | kicc_west | public | province | BUSINESS |
| Gyunggi Volunteer Center | gvc | public | province | CIVIC INVOLVEMENT |
| Beautiful Family Center | bfc | public | province | CULTURE/WELFARE |
| Gyunggi Provincial Drama Company | gpdc | public | province | CULTURE/WELFARE |
| Gyunggi Research Institute | gri | public | province | PROFESSIONAL SERVICE |
| Gyunggi Shihwa Lake Development | gsldri | public | province | PROFESSIONAL SERVICE |

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|---|--------|--------|---------------|----------------------|
| Research Institute | | | | |
| Jibang Chujin Committee | jbccmm | public | province | PROFESSIONAL SERVICE |
| Gyunggi Fire and Disaster Headquarters | gfdh | public | province | PUBLIC SERVICE |
| Gyunggi Free Legal Consulting Office | gflco | public | province | PUBLIC SERVICE |
| Gyunggi Province Government | gpg | public | province | PUBLIC SERVICE |
| Small & Medium Business Corporation in West Gyunggi | smbc | public | province | PUBLIC SERVICE |
| Gyunggi Office of Education | ggyoe | public | province | SCHOOL/EDUCATION |
| Gyunggi I-Nuri | ginuri | public | province | SCHOOL/EDUCATION |
| Ansan Onell Elementary School | aoes | public | district_dong | SCHOOL/EDUCATION |
| GyungAn High school | ghsh | public | district_dong | SCHOOL/EDUCATION |
| Shihwa Elementary School | ses | public | district_dong | SCHOOL/EDUCATION |

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