

Giving Korea 2021

Why Do We Work for NPOs?

Human Resource Management in NPOs and Career
Movement in the Sector

The Beautiful Foundation, the First Community Foundation of Korea

The Beautiful Foundation is a nonprofit organization on sharing led by the voluntary participation of citizens in South Korea. It was established in August 2000 as a national community foundation with the purpose of creating and promoting a mature philanthropic culture among the general public, ultimately building a sustainable and systematic culture of giving at all levels of society. Through diverse campaigns and philanthropic programs, the Foundation reaches out to people in the dark, isolated parts of society. By focusing on eight different areas — education, environment, health, residence, labor, safety, culture, and society — the Foundation supports the marginalized groups as well as the efforts for public benefit, which expedite the realization of shared hopes and happiness in a thriving community. Additionally, the Foundation conducts research to facilitate a sustainable culture for charitable philanthropy. Through the dedication of its staff, who are experts from different backgrounds, the projects and programs of the Foundation contribute to the efforts for public benefit. The synergy of transparency, fair management, and devoted staff is creating a new model of a public foundation.



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The Center on Philanthropy at the Beautiful Foundation

Set up in 2001, The Center on Philanthropy at The Beautiful Foundation is the first research hub in Korea wholly dedicated to the study of philanthropy and the nonprofit sector. The Center facilitates the creation and maturation of a philanthropic culture in Korea through research, educational programs, publication, and forming networks. For research, the Center focuses on the projects as follows:

1. Giving Korea: Conducted since 2000, Giving Korea is a data-driven study of the giving trends of South Korea. It aims to better promote a giving culture and make solid policy recommendations regarding donations in South Korea.
2. Special Research: Every year, the Center conducts research projects on specific themes that raise society's awareness of giving, improve the capabilities of nonprofits, and provide more efficient policies.
3. Global Projects: The Center also follows international trends in research on philanthropy and participate in collaborative research projects with organizations across the globe, including the Doing Good Index by the Centre for Asian Philanthropy and Society and the Global Philanthropy Index by Indiana University Lilly Family School of Philanthropy to further advance the efforts for a mature giving culture.
4. Other Papers: The Center provides papers and translated works on topics relevant for practitioners and the body of philanthropy research.



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Key Findings

Current status and perception of human resource management

1. People working in the non-profit sector accounted for 10% of the labor market in Korea. The non-profit sector's major age groups have shifted from people in their 70s and 80s interested in the labor movement and social advocacy to very diverse age groups with a variety of motivations.
2. Although Korean NPOs were equipped with the necessary structures and systems for human resource management, they lacked the financial and structural support for the establishment of a strategic personnel management system. NPOs were especially more vulnerable, and the larger the employment and budget sizes were, the more systemic the organization was.
3. Only 55% of non-profit organizations had job descriptions, and those organizations showed flexibility and autonomy in their communication structure, due in part to their informal organizational structure.
4. When it comes to employee training, the majority of organizations rely on external institutions and rarely utilize the training outcomes.
5. 30% of respondents indicated that they did not conduct employee evaluations. Evaluation's real influence on promotion or incentive is variable.
6. In addition to the basic wage, vacations, support for the meal expenses, and regular medical checkups were the primary benefit in NPOs. While monetary compensation and other benefits such as overtime pay and incentives were not widely used, workers preferred monetary compensation.
7. The level of satisfaction to human resource management was 2.99, indicating that it was not satisfactory, and the absence of monetary and non-monetary compensation that could motivate employees was identified as the primary issue.

Key Findings

Work motivation, job satisfaction career changes

1. 32% of all NPO employees were employed for the first time, and their average tenure was five years. When it comes to previous jobs, 62% of people had worked in the for-profit sector, 23% in the government and public sector, and 50% in non-profit and socioeconomic organizations. This shows that people from different backgrounds worked in the non-profit sector.
2. The most frequently cited work motivations were income level (40%), major and interest (35%), and possibility of personal growth (26%), followed by value and mission (35%), and contribution to the public interest (26%).
3. The average level of job satisfaction among NPOs employees was 3.36, which is considered moderate. Personnel systems, such as promotion, fairness of performance evaluation, and wages, demonstrated the lowest levels of satisfaction, while working hours and days, as well as the organization's social reputation, demonstrated the highest levels of satisfaction.
4. There was a strong correlation between job satisfaction and satisfaction with human resource management. Securing the fairness of promotion and compensation systems, in particular, was critical for increasing worker satisfaction.
5. When asked if they planned to change careers, 63% of NPO employees said yes. 77% of those who are new employees and 70% of experienced employees wanted to change careers.
6. Different generations had varying levels of motivation for work, job satisfaction, and interest in changing careers. There were generational differences in work motivation: workers in their 50s were motivated by the organization's value and mission; workers in their 40s were motivated by the organization's value and mission; workers in their 30s were motivated by the organization's major and interest; and workers in their 20s were motivated by the organization's value and mission.
7. Employees in their 30s were the least satisfied with human resource management, while those in their 50s were the most satisfied. Workers in their 20s and 30s, on the other hand, showed the strongest link between satisfaction with human resource management and job satisfaction.
8. Workers in their 20s and 30s preferred monetary compensation as their preferred option of compensation. The older the worker, the greater the preference for time compensation.

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Research Background

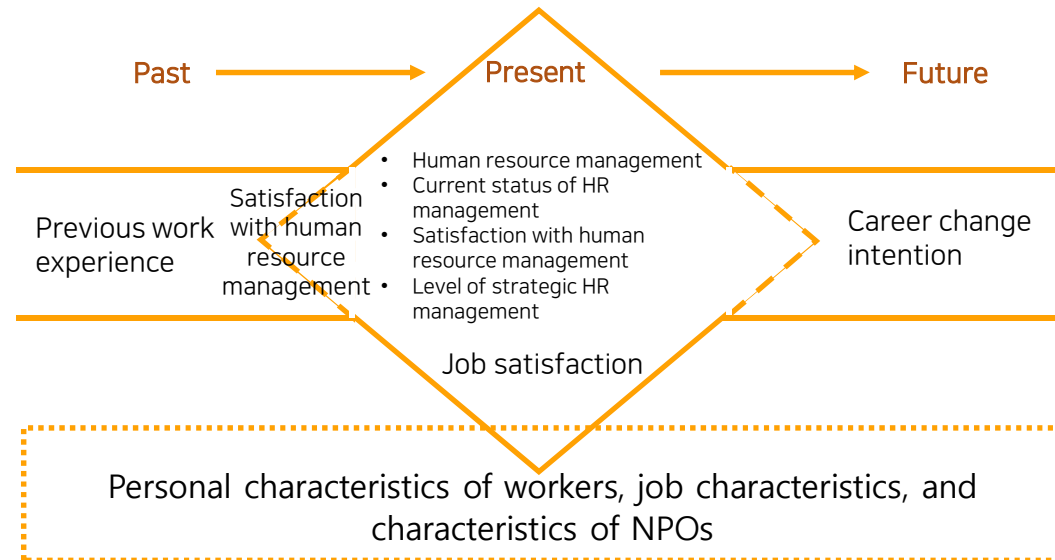
- Increased numbers of people working in Korea's nonprofit sector
- NPOs' personnel composition has changed to a location where a diverse group of people work (in terms of age, experience, and value).
- There is more variety in the work motivation for nonprofit organizations.
- The poor quality of employment in non-profits has been consistently stated.
- There are few extensive studies on the current state of human resource management practice by nonprofits.



Research Overview

1. Purpose

To investigate the differences in NPO workers' **perceptions of the current organization's human resource management, job satisfaction, and intention to change employment** using a multilateral method.



2. Contents

- 1) Investigated the current organization's real conditions and problems recognized by NPOs employees
- 2) Investigated NPOs employees' past job shifting experience, motivation for joining the current organization, job satisfaction, and desire in changing jobs in the future
 - The differences were examined by generation, job characteristics, and the non-profit sector.

3. Survey Overview

1) Survey sample

- Sampling: selected 2,176 organizations with five or more employees, excluding government-run groups from the 7,370 non-profit organizations identified by the National Tax Service in 2019
- A total of 1,019 nonprofit organizations were chosen, excluding special institutions such as schools, hospitals, and gymnasiums, as well as organizations that receive 90% or more of their funds from the government.
- Subject: 1,019 workers in NPOs (1 to 5 workers per organization)

2) Data collection

- Response method: Self answering online survey
- Survey conduct: Research Lab
- Survey period: April 16 – May 10
- Survey completion: 432 organizations (42.4%), 753 workers

3) Survey Items

Survey fields	Items
A. Current status of human resource management	1. Human resource management policy 2. Hiring system 3. Job system 4. Education training system 5. Evaluation system 6. Compensation and welfare 7. Retirement system 8. Organization's strategic human resource management tendency 9. Satisfaction of current human resource management 10. The biggest problem in Korean NPOs' personnel affairs
B. Career movement and job satisfaction at the current job	1. Experience in getting the current job (year of joining the company, title, reason to join) 2. Job satisfaction 3. Experience in changing jobs (previous job and interest in changing jobs)
C. Personal information and job characteristics	Gender, age, final education, major, position, Employment Status, role, average working hours, average annual income, and desired annual income
D. Current status of organizations	Corporation type, founder, field of activity, major project region, year of establishment, number of employees, and budget size

* Data for the final analysis was created by matching and merging data on workers' answers and official data by the National Tax Service on the organization with accurate information including the year of establishment, type of establishment, number of employees, and total cost.

4) Characteristics of survey respondents

a. Demographic summary

(N=753)

Demographical characteristics		N	%	Demographical characteristics		N	%
Gender	Male	229	30.4	Employment Status	Full-time	690	91.6
	Female	503	66.8		Temporary	53	7.0
	No response	21	2.8		Others	10	1.3
Age	20s	173	23.0	Role	Human resource/Legal affair	63	8.4
	30s	294	39.0		Financial accounting	177	23.5
	40s	201	26.7		Project/Resource development management	214	28.5
	50s or older	85	11.3		Advertisement/Marketing	59	7.8
Education	High school or less	30	4.0		Education research	66	8.8
	Bachelor's degree	531	70.5		Planning/Management	112	14.9
	Master's degree	158	21.0		Others (data processing, etc.)	62	8.0
	Doctorate	34	4.5				
Current Position	CEO	28	3.7	Tenure	Less than 1 year	136	18.1
	Middle manager	260	34.5		1 to 3 years	255	33.9
	Experienced employees	314	41.7		3 to 6 years	145	19.3
	New worker	115	15.3		6 to 10 years	110	14.6
	Others (short-term contract, etc.)	36	4.8		10 years or longer	107	14.2

b. Characteristics of working environments

Average (SD)

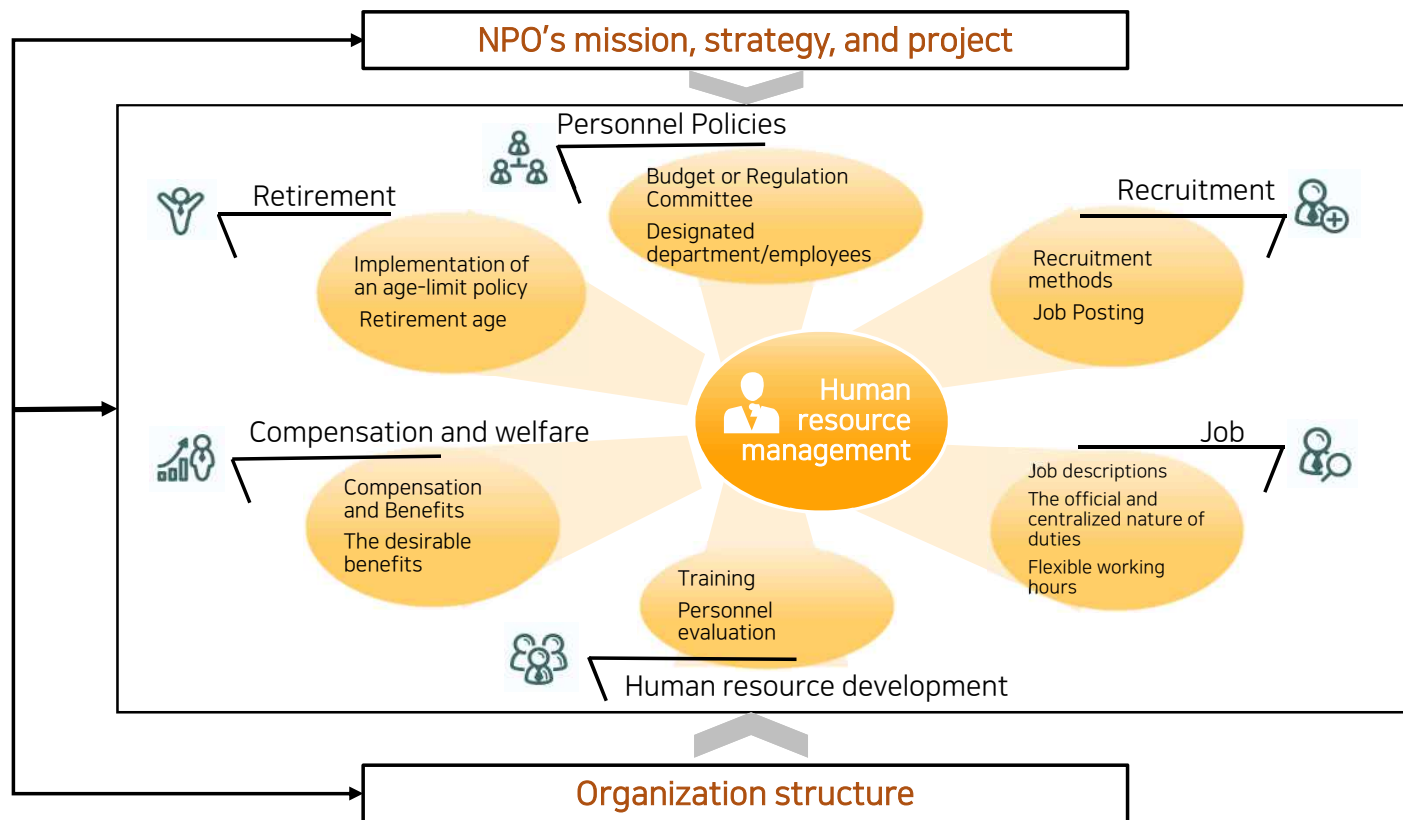
Classification		Total	Average working hours per week	Average annual income (unit: KRW 10,000)
Overall average (SD)		753	41.40 hours (5.57)	3620.7 (1623.62)
Position	CEO	28	42.0 (8.14)	4814.2 (1789.38)
	Middle manager	260	42.2 (5.75)	4132.3 (1728.98)
	Experienced	314	41.1 (4.99)	3392.8 (1306.69)
	New workers	115	41.3 (4.08)	2963.8 (1449.67)
	Others (short-term contract, etc.)	36	34.2 (4.22)	2237.1 (555.34)
Employment Status	Regular employee	690	41.6 (5.30)	3643.4 (1547.94)
	Temporary employee	53	38.6 (8.11)	3299.7 (2284.59)
	Others	10	41.5 (1.78)	3299.9 (782.76)
Corporation type	<i>Jeadanbubin</i>	230	41.8 (4.94)	4162.5 (1756.01)
	<i>Sadanbubin</i>	426	41.2 (5.86)	3311.4 (1479.85)
	Organizations considered as a corporation	22	39.5 (8.93)	3558.9 (1885.72)
	Others (public/socioeconomic organization, etc.)	75	42.0 (4.19)	3733.8 (1477.48)
Employment size	Less than 10	313	41.4 (5.61)	3419.1 (1634.04)
	10 to 30	306	41.3 (5.76)	3717.0 (1637.33)
	30 to 100	82	41.0 (4.57)	3731.9 (1402.72)
	100 or greater	52	42.5 (5.62)	4091.5 (1681.37)
Budget size	Less than 1 billion	280	40.9 (5.52)	3133.6 (1365.05)
	1 to 2 billion	136	41.4 (6.33)	3357.0 (1431.54)
	2 to 5 billion	173	41.8 (5.73)	3923.3 (1618.77)
	5 billion or greater	161	41.8 (4.72)	4367.0 (1855.48)

c. Characteristics of NPOs

Organization characteristics		N	%	Organization characteristics		N	%
Type of corporation	Jeadanbubin	230	30.5	Field of target project	Academic research/Scholarship	265	35.2
	Sadanbubin	426	56.6		Social welfare	309	41.0
	Organizations considered as a corporation	22	2.9		Art and culture/Sports	160	21.2
	Others (socioeconomic organization, etc.)	75	10.0		Emergency and relief	83	11.0
Organization age	Less than 1 year	77	10.2		Living/Income support protection	51	6.8
	1 to 3 years	135	17.9		Environment/Animal	96	12.7
	3 to 5 years	326	43.3		Economic, social and regional development	136	18.1
	5 years or older	215	28.6		Employment/Training	61	8.1
Employment size	Less than 10	313	41.6		Citizen/Advocacy organization	124	16.5
	10 to 30	306	40.6		Legal/Political/Labor Union	31	4.1
	30 to 100	82	10.9		Allocation support/Fundraising	210	27.9
	100 or greater	52	6.9		Volunteer work promotion	70	9.3
Budget size	Less than 1 billion	280	37.2		Expert union	27	3.6
	1 to 2 billion	136	18.1		International activity	105	13.9
	2 to 5 billion	173	23.0		Others	47	6.2
	5 billion or greater	161	21.4				

Human Resource Management in NPOs

1. In the opinion of NPO employees, the current state of human resource management
2. Nonprofit employees' perceptions of human resource management evaluation



Human Resource Management in NPOs

1. Human resource policies

Frequency (%)

Human resource department/workers		Documented personnel regulations/manual		Employee Training budget		Human resources committee	
Present	Absent	Present	Absent	Present	Absent	Present	Absent
582 (77.3)	156 (20.7)	658 (87.4)	57 (7.6)	449 (59.6)	233 (30.9)	341 (45.3)	328 (43.6)

- The larger the organization size (number of employees and budget) was, the likely the NPO had the human resource management policy.
- More NPO workers answered that the organization did not have official personnel policy compared to *jaedanbubin* or other types of organization.

2. Recruitment

1) Recruitment method

Frequency (%)

Public recruitment	Special recruitment	Public + Special	Others
524 (69.9)	42 (5.6)	176 (23.4)	11 (1.4)

2) Hiring season

- Year-Round recruitment accounted for 65.5 percent of the total, regular hiring accounted for 3.7 percent, and combined regular hiring and year-round recruitment accounted for 22.2 percent.

3) Information in job posting

- Answers were detailed roles (95.9%), working conditions (95.5%), qualifications (94.8%), benefits (85%), organization introduction (77.8%), and wage level (67.9%) in order.

4) Recruitment channels

- Job postings on the organization's website, recruitment-related portal sites, and nonprofit information websites; requests for introductions or recommendations from acquaintances; and experienced applicants who have worked with the organization as a volunteer/intern/trainee.

3. Job

1) The availability of job descriptions

- Only 55.1% of the NPOs answered "Yes" to the presence of job descriptions.

2) The official and centralized nature of duties

- In most NPOs, duties are neither officially defined nor centralized.

3) Method of implementing flexible working hours (multiple answers)

The official and centralized nature of duties	N (%)				
	No, not at all	No	Neutral	Yes	Yes, very much
① Stipulation of job descriptions and methods	32 (4.2)	132 (17.5)	273 (36.3)	249 (33.1)	67 (8.9)
② Job evaluation according to the stipulated standards	52(6.9)	196 (26.0)	266 (35.3)	194 (25.8)	45 (6.0)
③ Policies and directives through official documents.	110 (14.6)	285 (37.8)	211 (28.0)	111 (14.7)	36 (4.8)
④ Unable to take actions before the superior's decision	61 (8.1)	318 (42.2)	211 (28.0)	107 (14.2)	56 (7.4)
⑤ Superior's final decision required even for a small task	59 (7.8)	259 (34.4)	203 (27.0)	172 (22.8)	60 (8.0)
⑥ Decisions usually made from the top down	31 (4.1)	159 (21.1)	224 (29.7)	251 (33.3)	88 (11.7)
Overall average	2.94				

4. Training

1) The current state of training implementation (multiple answers)

Frequency (%)

New employee orientation	Mentoring/ Supervision	Career development system	Educational leaves	Support for participation of external education	Learning group (club)	Tuition support for graduate school (domestic)
447 (59.4)	266 (35.5)	139 (18.5)	186 (24.7)	574 (76.2)	156 (20.7)	107 (14.2)

2) Reflection of education training results (multiple answers)

- Not reflected: 53.5%
- Recorded on the personnel card (28.2%), additional points in the personnel evaluation (12.5%), reflected on the promotion (11.7%), internal transfer (10.1%), compensation (8.8%)

5. Personnel evaluation

1) Current status of personnel evaluation (multiple answers)

Frequency (%)

Performance evaluation	Ability evaluation	Leadership evaluation	360-degree feedback	No personnel evaluation
249 (55.6%)	298 (66.5%)	147 (32.8%)	231 (51.5%)	305 (40.5%)

2) Methods of utilizing and reflecting on personnel evaluation results²

- No application: 0.4%
- Promotion/advancement (61.4%), performance compensation (41.3%), reflected on the annual income (0.4%), internal transfer (35.9%), career development (19.2%), training (17.6%)

6. Compensation and benefits

1) Types of compensation and benefits in place

Frequency (%)

Sick leave (additional leaves included)	Family Event Leave	Bonus	Overtime pay	Regular medical checkup	Support for transportation costs	Support for meal expenses	Support for childcare cost	Support for housing purchase /rent	Tuition reimbursement (employee/children of employees)	Incentives
613 (81.4)	694 (92.2)	620 (82.3)	348 (46.2)	458 (60.8)	279 (37.1)	543 (72.1)	132 (17.5)	45 (6.0)	119 (15.8)	215 (28.6)

2) The desirable type of compensation of nonprofit employees

- 73.7% of respondents responded to cash compensation, such as incentives.
- Compensation for time off, such as special leaves, was 20.1% Compensation for position, such as promotion, was 4.9%
- Others: overtime pay and compliments

7. Retirement system

1) Implementation of an age-limit policy

Frequency (%)

Implementation	Non-implementation	Unawareness
399 (53.0)	183 (24.3)	171 (22.7)

2) The average retirement age in non-profit organizations with an age-limit policy: 60.77 percent for regular employees and 62.43 percent for CEOs.

8. Perception of human resource management in NPOs

1) Satisfaction with human resource management in the NPOs (5-point-scale with seven fields)

- The average satisfaction level was 2.99 points, which showed that workers were unsatisfied below the moderate level.
- Experienced employees (2.89) and new workers were less satisfied compared to CEOs (3.40).
- The level of satisfaction was low for employees with 1 to 3 years of experience (2.92) and NPO workers (2.88).

2) Perception of problems in NPOs' personnel system

Questions	Response rate (%)
Absence of monetary and non-monetary compensation systems that motivate the workers	35.3
Generally non-systemic personnel system	17.4
Difficulty in performance evaluation	15.1
Lack of managers' awareness of the importance of human resource management	10.9
Lack of training that encourage workers to grow	7.8
Personnel allocation that is uniform regardless of worker ability	4.8
Absence of documented Personnel policies and manual	4.6
Unofficial new employee hiring processes	1.3
No knowledge/No response	1.1

Career Change in NPOs

1. Previous work experience and motivation for transitioning to a nonprofit career

- 32.1 percent of all NPO employees were working at their first employment.
- The average amount of time spent in previous jobs was 5 years.
- Workers with for-profit experience accounted for 62 percent of the total, while those with nonprofit/socioeconomic organization experience accounted for 49.7%.

N=753

Experience and number of job changes	N	%
No experience in changing jobs	242	32.1%
Experience in changing jobs	511	67.9%
Average number of job changes	2.41 times	

Previous work experience	N	%	Average amount of time
For-profit sector	317	62.0%	5 years 6 months
Government and public sector	116	22.7%	4 years 8 months
Nonprofit/Socioeconomic	254	49.7%	4 years 8 months
Others	4	0.8%	5 years 2 months

1) Reason for changing jobs from the previous employers

Reason for changing jobs from the previous employers	For-profit → Non-profit		Public → Non-profit		Non-profit → Non-profit	
	N	%	N	%	N	%
Lack of the organization's growth prospect and vision	60	18.9	19	16.4	62	24.4
Contract termination (termination of task and project in charge)	39	12.3	36	31.0	33	13.0
Rest and recharge	51	16.1	19	16.4	28	11.0
Appropriateness of the wage level	24	7.6	12	10.3	24	9.4
Personal reasons such as marriage, pregnancy, and parenting	30	9.5	3	2.6	10	3.9
Communication problems (with superior or co-workers, etc.)	17	5.4	5	4.3	19	7.5

- Reasons for changing jobs varied depending on the type of previous job.
 - For profit → nonprofit: Lack of the organization's growth prospect and vision, rest and recharge
 - Public → nonprofit: Contract termination
 - Nonprofit → nonprofit: Lack of the organization's growth prospect and vision

2. Starting position and motivation for joining the current employer

Motives for joining the NPO	Starting title							
	CEO		Middle manager		Experienced employees		New worker	
	N	%	N	%	N	%	N	%
All	17	2.3%	146	19.4%	248	32.9%	258	34.3%
Wage level	3	17.6%	55	37.7%	104	41.9%	110	42.6%
Flexible shift pattern and working hours	2	11.2%	33	22.6%	69	27.8%	50	19.4%
Personal major and interest	5	<i>29.4%</i>	55	37.7%	76	<i>30.6%</i>	92	35.7%
Job descriptions and workload	2	11.2%	45	30.1%	85	34.3%	87	33.7%
Possibility of personal growth	4	<i>23.5%</i>	48	32.9%	48	19.4%	68	26.4%
Employment stability	0	0	36	24.7%	64	25.8%	76	29.4%
Organization's value and mission	15	88.2%	60	41.1%	83	33.5%	71	27.5%
Work and life balance	3	17.6%	23	15.8%	63	25.4%	54	20.9%

2. Starting position and motivation for joining the current employer (cont.)

- Difference in the motive for joining the NPO by starting position
 - ◆ CEO: The organization's value and mission
 - ◆ Middle manager: The organization's value and mission, wage level, major and interest
 - ◆ Experienced : Wage level, job descriptions and workload
 - ◆ New worker: Wage level, major and interest, job descriptions and workload

The primary reason for joining the NPO, except for CEOs, was the wage level.

3. Possibility of Vertical Mobility in NPOs: Promotion in the current organization

Frequency (%)

Current title Starting title	All	CEO	Middle manager	Experienced employees	New worker
N	(753)	(28)	(260)	(314)	(115)
CEO	17 (2.3)	17 (60.7)	0 (0.0)	0 (0.0)	0 (0.0)
Middle manager	146 (19.4)	6 (21.4)	134 (51.5)	4 (1.3)	2 (1.7)
Experienced	248 (32.9)	2 (7.1)	66 (25.4)	178 (56.7)	2 (1.7)
New worker	258 (34.3)	3 (10.7)	46 (17.7)	106 (33.8)	97 (84.3)

- Employees hired as new employees and promoted to CEOs or middle managers accounted for 10.7% (3) and 17.7 % (46) of the workforce, respectively.
- This shows that vertical movement is possible within the organization.
- 84.3% (97) of new employees and 56.7% (178) of experienced employees remained their starting positions.

4. Job satisfaction at the current organization

- The average level of job satisfaction was 3.36 points (SD=.59), indicating that workers were generally satisfied with their jobs
 - The working hours and days, employment stability, and working environments (facilities, safety, and sanitary conditions, etc.), as well as the organization's and job's social reputation, received high ratings
 - Personnel system (promotion system), wage or income, and official performance assessment criteria all received negative marks
- This indicates that NPOs need to create a fair personnel management system.

	Mean	SD
Wage or income	2.92	.91
Employment stability	3.62	.87
Job descriptions	3.51	.82
Working environments (facility, safety, and sanitary conditions, etc.)	3.61	.91
Working time (working hours and days)	3.73	.87
Possibility of personal growth	3.16	.97
Relationship	3.58	.92
Benefits (social insurance and additional pay ment)	3.19	.89
Personnel system (promotion system)	2.83	.90
Social reputation of the work	3.60	.83
Job autonomy and rights	3.51	.91
Social reputation of the organization	3.62	.83
Job matching aptitude and interest	3.50	.90
Work-related education and training	2.95	.95
Fairness of performance evaluation	2.92	.93
Work and life balance	3.50	.92
Guaranteed leisure life	3.42	.95

5. Career change intention

	N (All=477)	%
Public sector	134	28.1
Non-profit sector	127	26.6
For-profit sector	111	23.3
Have not thought about the sector	97	20.3
Others (do not care about the sector, etc.)	8	1.7

- 477 individuals (63.3 %) said they were interested in changing jobs if possible out of a total of 753 workers.
- Workers who wanted to change jobs to the public sector accounted for 28.1% (134), those who wanted to change positions to another non-profit organization stood for 26.6% (127), and those who wanted to change careers to the for-profit sector accounted for 23.3% (111).
- This suggests that workers are more interested in changing careers in the public, non-profit, and for-profit sectors than in believing in the concept of lifetime employment.

5. Career change intention (Cont.)

- The respondent was more likely to change jobs if the position was lower, the tenure was shorter, and the annual income was lower.
- New employees or employee with 3 to 6 years of experience showed a strong interest in changing jobs.
- This means that nonprofits must consider how to manage new staff as well as experienced employees' skills and experience.

Classification		N	Yes (N, %)	No (N, %)	
All		N=738	63.3%	36.7%	
Position	CEO	26	7 (26.9%)	19 (73.1%)	$\chi^2 = 50.084$ (df=4), p<.001
	Middle manager	255	135(52.9%)	120 (47.1%)	
	Experienced employees	311	220 (70.7%)	91 (29.3%)	
	New worker	112	86 (76.8%)	26 (23.2%)	
	Others (short-term contract, etc.)	34	29 (85.3%)	5 (14.7%)	
Tenure	Less than 1 year	133	100 (75.2%)	33 (24.8%)	$\chi^2 = 25.52$ (df=4), p<.001
	1 to 3 years	252	178 (70.6%)	74 (29.4%)	
	3 to 6 years	143	87 (60.8%)	56 (39.2%)	
	6 to 10 years	108	63 (58.3%)	45 (41.7%)	
	10 years or longer	102	49 (48%)	53 (52.0%)	
Average annual income (N=718)	Less than KRW 30 million	284	202 (71.1%)	82 (28.9%)	$\chi^2 = 23.91$ (df=3), p<.001
	KRW 30 to 40 million	242	150 (62.0%)	92 (38.0%)	
	KRW 40 to 50 million	112	77 (68.8%)	35 (31.3%)	
	KRW 50 million or greater	80	34 (42.5%)	46 (57.5%)	

Generational Differences in Work Motivation, Job Satisfaction, and Career Change Intention

1. Work Motivation

Motives for joining the organization	Age							
	20s		30s		40s		50s or older	
	N	%	N	%	N	%	N	%
All	171	100.0	293	100.0	201	100.0	84	100.0
Wage level	79	46.2	113	38.6	80	39.8	28	33.3
Flexible shift pattern and working hours	44	25.7	68	23.2	42	20.9	14	16.7
Personal major and interest	62	36.3	106	36.2	73	36.3	24	28.6
Job descriptions and workload	58	33.9	91	31.1	69	34.3	25	29.8
Possibility of personal growth	62	36.3	71	24.2	46	22.9	20	23.8
Employment stability	33	19.3	89	30.4	53	26.4	18	21.4
Organization's value and mission	44	25.7	88	30.0	79	39.3	45	53.6
Work and life balance	33	19.3	74	25.3	35	17.4	16	19.0

Comparison of motive for joining the organization, job satisfaction, and interest in changing jobs by generation

1. Work Motivation

- Throughout all generations, the primary motivation to work was the salary.
- 20s & 30s: Wage level, major, and possibility of personal growth, job descriptions, and workload, are all in order
- 40s & 50s: the organization's values and mission were relatively important
- The younger the generation, the more likely the person was to care about things like wage level, job description, major, and interest, while people in their 40s and 50s cared more about the organization's value and mission.

2. Satisfaction with human resource management and job satisfaction by generation

Classification	Frequency	Human resource management satisfaction (mean, SD)	Job satisfaction (mean, SD)	Correlation coefficient
All	753	2.99 (.73)	3.36 (.59)	0.690***
20s	173	3.03 (.83)	3.29 (.67)	0.768***
30s	294	2.86 (.72)	3.27 (.56)	0.640***
40s	201	3.08 (.70)	3.46 (.55)	0.658***
50s or older	85	3.13 (.58)	3.59 (.53)	0.710***

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

- The correlation between human resource management satisfaction and job satisfaction was especially high in workers in their 20s. ($r=.77$)
 - Workers in their 30s was the least satisfied about the organization's human resource management and showed the lowest job satisfaction level.
- This indicates that the organization needs to manage human resources in their 30s with knowledge and experience.

3. The desirable benefits by generation

	All		Age							
	N	%	20s		30s		40s		50s or older	
			N	%	N	%	N	%	N	%
All	753	100.0	173	100.0	294	100.0	201	100.0	85	100.0
Monetary compensation such as incentive	555	73.7	140	80.9	218	74.1	136	67.7	61	71.8
Time compensation such as special leave	151	20.1	24	13.9	60	20.4	46	22.9	21	24.7
Position compensation such as promotion	37	4.9	5	2.9	13	4.4	16	8.0	3	3.5
Others	10	1.3	4	2.3	3	1.0	3	1.5	0	0.0

- Of all the workers, 74.7% preferred monetary compensation methods such as incentives.
- The younger generations in their 20s and 30s preferred monetary compensation.
- The younger the subject was, the more likely they also preferred time compensation.
- Workers in their 40s preferred position compensation compared to other generations.

4. Generational differences in motivation for job changes

Classification	N	Wish to change jobs (N, %)	Do not wish to change jobs (N, %)
All	738	477 (64.6%)	261 (35.4%)
20s	171	139 (81.3%)	32 (18.7%)
30s	291	201 (69.1%)	90 (30.9%)
40s	193	114 (59.1%)	79 (40.9%)
50s or older	83	23 (27.7%)	60 (72.3%)

$\chi^2 = 75.37$ (df=3), $p < .001$

- Younger generations are more likely to desire career changes.
- Workers in their 20s showed the highest interest in changing jobs (higher than the overall average).
- Those in their 40s also showed a high interest of about 59% in changing jobs although it was relatively low compared to the results of those in their 20s or 30s.
- Those in their 50s showed the lowest interest (27.7%) in changing jobs.

Conclusion

- Korean NPOs are somewhat equipped with a human resource management structure and system.
 - NPOs have systems in place, including human resource departments, designated employees, and documented personnel regulations.
- There is a lack of financial and structural support systems necessary for the development of advanced strategic human resource management systems.
 - In general, human resource management in Korean NPOs focuses on the fundamental administrative functions of employment, job, compensation, and educational training.
- The level of human resource management varies significantly by organization.
- The NPOs are attracting a large number of new employees with a variety of motivations to work and diverse experience.
 - The motivation to work for a nonprofit organization and the preferred method of compensation vary according to the workers' experience and age.

Implication

- Need to develop strategic human resource management systems that support employees' personal and professional development.
- A guide to human resource management that can be used by all non-profits is needed.
- An educational training system for the development and preservation of human resources is required in the non-profit sector rather than in a single organization.
- We should strive to have a variety of jobs and benefits in ways that accommodate for age differences and diverse work motives.

