



ENHANCING ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION AMONG NON-PERMANENT EMPLOYEES IN SOUTH KOREA

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ABSTRACT

The proportion of non-regular workers in the labor market is increasing. Consequently, there is growing social interest in the challenges and discriminatory practices faced by non-regular workers, leading to extensive discussions on this topic. Notably, research is actively focused on issues such as high turnover rates, low organizational commitment, and reduced productivity among non-regular workers.

This study investigates the factors influencing the organizational commitment of non-regular workers and examines their interrelationships. The aim is to propose strategies to enhance the organizational commitment of non-regular workers. Additionally, it suggests that to motivate non-regular workers and boost productivity, it is essential to implement fair policy directions and establish an equitable management system for non-regular workers.

Keywords: Consumer Cooperative, Servant Leadership, Job Satisfaction, Job Commitment

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1. INTRODUCTION

The proportion of non-regular workers in the labor market is steadily rising. This increase has prompted not only government efforts to improve discriminatory working conditions but also a strong demand from the labor sector for better treatment of non-regular workers. A key issue arising from this growth is the discriminatory treatment between regular and non-regular workers performing similar tasks. This discrimination can be examined from four main perspectives.

Firstly, wage and working conditions are significant issues. Non-regular workers earn only 50-70% of what regular workers make, despite doing the same work. Additionally, they receive fewer benefits, including lower bonuses and additional perks. [1] Secondly, the issue of social insurance non-application is prevalent. Typically, contract workers working less than 80 hours per month and those employed for less than a month are excluded from employment insurance. Moreover, short-time, daily, and temporary workers often do not receive health insurance and national pension benefits. [2], [3] Thirdly, there is employment discrimination in terms of job stability. Contractual and status-based discrimination leads to job insecurity among non-regular workers. [4] Fourthly, the anxiety and dissatisfaction stemming from these conditions can cause organizational instability and labor insecurity. [5]

If these issues remain unresolved, achieving organizational goals becomes increasingly challenging due to a decrease in job satisfaction and commitment among non-regular workers, which adversely affects overall productivity. The persistent problems lead to a disengaged workforce and hindered performance. Despite growing social interest and extensive discussions regarding the discriminatory treatment of non-regular workers, finding effective solutions to high turnover rates, low engagement, and reduced productivity remains a significant challenge. [5] The ongoing difficulties underscore the importance of addressing these issues comprehensively to foster a more equitable and productive work environment.

Most discussions focus on the objective circumstances and fact-finding regarding non-regular workers' employment instability. [3], [6], [7] However, there is a lack of concrete discussions on how employees' attitudes and behaviors towards their work are affected by their relationship with the organization.

Employment stability and organizational commitment are vital in comprehending the implications of employment patterns on the relationship between an organization and its employees. [8], [9] Recognizing the significance of these factors, this study is dedicated to enhancing the organizational commitment of non-regular workers. By thoroughly analyzing the various factors that influence their commitment, such as employment stability, wage levels, welfare systems, and working conditions, the study aims to identify and propose effective improvement measures. The objective is to create a stable, committed, and motivated workforce by addressing the specific needs and concerns of non-regular workers. [8], [10] This involves understanding how factors like job security, fair compensation, and supportive work environments can enhance their overall job satisfaction and commitment to the organization. The study's findings will provide valuable insights into the dynamics between non-regular workers and their employers, highlighting the importance of fair treatment and stability in fostering a dedicated workforce.

Ultimately, the goal is to implement strategies that not only improve the well-being and job satisfaction of non-regular workers but also enhance organizational performance and productivity. By focusing on these critical areas, organizations can build a more equitable and supportive environment that encourages greater commitment and long-term success. This holistic approach ensures that both the needs of the workers and the goals of the organization are aligned, leading to a more harmonious and productive workplace.

2. METHOD AND OBJECT OF RESEARCH

In this study, a comprehensive literature review was conducted to establish the research model and hypotheses. To collect data for empirical analysis, a questionnaire survey was utilized.

The study identified four key variables influencing job satisfaction for non-regular workers: job satisfaction itself, employment stability, wage level, welfare system, and working conditions. Job satisfaction was then used as an influencing factor to assess the organizational commitment of non-regular workers, which was set as the outcome variable.

Statistical analysis was performed using SPSS 10.0, including reliability verification via Cronbach's Alpha coefficients and validity testing through exploratory factor analysis. The one-dimensionality of each factor was confirmed, followed by hypothesis verification and regression analysis. For the empirical study, non-regular workers employed in manufacturing and service companies were analyzed, with a focus on their organizational commitment as the outcome variable.

3. RESULT AND ANALYSIS

The survey for this study was targeted to 200 non-regular workers working in the production of small and medium-sized manufacturers and 200 non-regular workers working in the distribution service industry. The survey method was collected at the site after explaining the purpose of the study to the manager of the company and distributing the questionnaire to non-regular workers. Among the collected questionnaires, questionnaires that were not described and tended to be centralized were discarded and 153 copies deemed valid were used as analysis data.

The demographic characteristics of the respondents were 100 males (67.1%) and 49 females (32.9%). By age, 20 people (13.4%) aged 25 or younger, 40 people (26.8%) aged 26-30, 55 (36.9%) aged 31-35, 25 (16.8%) aged 36-40, and 9 people (6.0%) are over 40 years old. By education, there were 30 (20.1%) high school graduates and 119 (79.9%) college graduates (including junior colleges). Among them, 93 (62.4%) were workers in small and medium-sized manufacturers, and 56 (37.6%) were workers in the distribution service industry.

Scaling is the process of quantifying observations measured based on past experience using systematic laws and meaningful units of measure. The purpose of scaling is to allocate numbers so that the majority of people with the same attribute or attitude have the same score, and there are Thurstone scale, Likert scale, Guttman scale, and the like, of which Likert scale is the most widely used. Reliability refers to the accuracy of consistently measuring the object to be measured with some degree of stability. Since Cronbach's Alpha is commonly used to determine whether or not to maintain internal consistency in reliability analysis, Cronbach's Alpha was also used in this study to evaluate reliability. Cronbach's Alpha represents the correlation between metrics, or between the observed and true scores, as a value between 0 and 1, and is usually considered to be reliable if the reliability is greater than 0.5.

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In this study, it was determined that Cronbach's Alpha coefficient was more than 0.6 to be reliable. Table 1 is the result of analysis of reliability for side variables and items.

Table 1. Result of analysis of reliability

Variables	Items	Alpha	Cronbach's Alpha
Employment stability	The current job is very stable.	0.8311	0.8910
	You may have to leave your current job.	0.8135	
	I will be fired.	0.6101	
	Always worry about the possibility of being fired.	0.8925	
Wage level	Current remuneration level	0.6886	0.7277
	Considering current salary and job	0.6801	
	Considering current remuneration and social status	0.6967	
Welfare system	Welfare level of the current workplace	0.7033	0.8778
	Use of convenience facilities at work	0.6802	
	Conditions for life stability	0.7336	
Working conditions	Fair to all employees.	0.4922	0.5101
	Treated equally with others	0.4752	
	Job performance in the same working environment	0.5512	
	Compliance with labor laws	0.5036	
Job satisfaction	Overall satisfaction with the current job	0.6123	0.6231
	It is good to work at the current job	0.5832	
	Maximum ability to display in the current job	0.4882	
Organizational commitment	Accepting all jobs to continue working	0.6578	0.6551
	Encourages you to do your best in your current workplace	0.6177	
	Sincerely concerned about the fate of the current organization	0.5710	
	Currently, the company is the best job	0.6292	

Table 2 presents the outcomes of examining the significance of the relationships among the study's variables, which include employment stability, wage level, welfare system, and working conditions.

Table 2. Results of correlation analysis between variables

	Job security	Wage level	Welfare system	Working conditions	Job satisfaction	Organizational commitment
Job security	1.0000					
Wage level	-0.1115	1.0000				
Welfare system	0.1211	0.2107	1.0000			
Working conditions	-0.0123	0.1552	0.2579 *	1.0000		
Job satisfaction	-0.1583	-0.0303	0.4111 *	0.5322 *	1.0000	
Organizational commitment	-0.1755	-0.0288	0.0625	0.1355	0.3255 **	1.0000

* $p < 0.05$, ** $p < 0.01$

According to Table 2, the welfare system and working conditions exhibited a high correlation, while the relationship between other variables showed low significance. It was observed that the welfare system and working conditions had a strong correlation with job satisfaction, and job satisfaction had a high correlation with organizational commitment. The effects of employment stability, wage level, welfare system, and working condition factors on job satisfaction were investigated through regression analysis. The analysis yielded a result of 0.4280, and the F-value for model fit was 14.6534 with a significance level of $p < 0.001$, indicating that the regression model was statistically valid.

To test the hypothesis regarding the impact of employment stability, wage level, welfare system, and working condition factors on job satisfaction, these factors were chosen as independent variables. Multiple regression analysis was then conducted with job satisfaction as the dependent variable. The detailed results of this analysis are presented in Table 3. Table 3 illustrates that the regression analysis yielded a result of 0.4280, with an F value of 14.6534, indicating a statistically significant fit at the $p < 0.001$ level. This confirms that the regression model is statistically valid.

The analysis identified that welfare systems and working conditions positively influence job satisfaction, both being statistically significant at $p < 0.01$. In other words, better welfare systems and working conditions correspond to higher job satisfaction. Conversely, employment instability and wage levels negatively affect job satisfaction, also statistically significant at $p < 0.01$. Greater employment insecurity tends to reduce job satisfaction, and wage levels negatively impact job performance.

Table 3. Verification of influence of each variable on job satisfaction

	B	Beta	t	Significance probability(p)
(a constant)	1.7658		4.1223 ***	0.0001
Employment instability	-0.1555	-0.2214	-2.6556 ***	0.0081
Wage level	-0.2106	-0.2546	-2.5225 **	0.0135
Welfare system	0.2781	0.3552	3.6890 ***	0.0004
Working conditions	0.5681	0.4823	5.2652 ***	0.0000
$R^2=0.4280, F=14.6534, p=0.0000$				

Dependent variable: job satisfaction

* $P<0.1$, ** $p<0.05$, *** $p<0.001$

To further examine how job satisfaction impacts organizational commitment, job satisfaction was used as an independent variable and organizational commitment as a dependent variable in a regression analysis. The resulting F value for this model was 9.3306, which is statistically significant at $p<0.001$.

4. CONCLUSION

This study explored methods to enhance organizational commitment through improving job satisfaction among non-regular workers. The research revealed that employment instability negatively impacts job satisfaction, highlighting the necessity for organizations to stabilize employment. It is suggested that indiscriminate short-term employment should be minimized, and companies should prioritize regular, direct employment. Additionally, strict regulations are needed to prevent the misuse of short-term, part-time, and temporary work, with clear judicial effects and sanctions. Strengthening labor supervision functions is also essential to prevent illegal irregular employment and ensure the practical implementation of laws.

Regarding labor welfare, it is crucial to establish a principle of equal treatment for regular and non-regular workers, ensuring they are not discriminated against in terms of wages and other working conditions. Expanding social insurance coverage for non-regular workers to the same level as regular workers is also vital. Moreover, improvements in the management and operation of social insurance should be made to ensure that non-regular workers can actually receive benefits.

When examining wage levels, the study found no direct impact on job satisfaction. However, it was noted that satisfaction with remuneration could potentially increase job satisfaction. This suggests the need to reconsider the current wage structure, possibly evaluating wages based on job performance. Equal treatment of regular and non-regular employees in the workplace and adherence to all relevant laws and regulations were also found to significantly impact job satisfaction.

The study underscores the importance of addressing these factors for the effective management of non-regular workers. Employment stability, appropriate wage levels, a robust welfare system, and fair working conditions are essential for enhancing job satisfaction. Companies should consider these aspects to improve long-term competitiveness, rather than just focusing on legal compliance. Management strategies should include duty segmentation, incentive systems, the potential for converting non-regular workers to regular employees, and methods to eliminate visible discrimination.

In summary, to motivate non-regular workers and increase their productivity, it is essential to establish fair policy directions and management systems that address these key factors. By doing so, organizations can foster higher job satisfaction, leading to stronger organizational commitment and overall productivity.

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