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DETERMINANTS OF JOB SATISFACTION
OF PROFESSIONALS AND LOW SKILLED
WORKERS. A COMPARATIVE STUDY OF
THE 5TH KOREAN WORKING
CONDITIONS SURVEY (2017).

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Directed by Professor Whiejong Han

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Table of Contents

Table of Contents	i
Abstract	iv
CHAPTER ONE	1
1.1 Background to study	1
1.2 Statement of problem	3
1.3 General Objective	4
1.3.1 Specific objectives	5
1.3.2 Research Questions	5
1.4 Significance of the Study	5
1.5 Chapter Outline	6
CHAPTER TWO : LITERATURE REVIEW	7
2.1 Theoretical review of Job Satisfaction	9
2.1.1 Maslow Satisfaction theory	10
2.1.2 The ERG Satisfaction Theory	10
2.1.3 Herzberg's Two Factor satisfaction Theory	10
2.1.4 McClelland's Need satisfaction Theory	11
2.1.5 Expectancy Satisfaction Theory	11
2.1.6 Goal setting satisfaction Theory	12
2.1.7 Equity satisfaction Theory	12
2.2 Empirical Review of Satisfaction	12
2.2.1 The working conditions	13
2.3 Importance of Job Satisfaction to the Organisation	14
2.4 Factors affecting job satisfaction	14

2.4.2. Education:	17
2.4.3. Channel of expression emotions or Communication.....	18
2.4.4. Relationship with the Co-workers group or team work:.....	18
2.5. Professional.....	19
2.5.1. Low Skilled Labourer	20
2.5.2. Difference between Professional and Low Skilled Worker.....	20
CHAPTER THREE : METHODOLOGY	22
3.1 Study Design.....	22
3.2 Data Collection	22
3.3 Sample Size.....	23
3.4 Analysis	23
3.5 Variables	24
3.6. Describes both the dependent variable and independent variable	24
CHAPTER FOUR : ANALYSIS	28
4.1. Data Analysis	28
4.2. Results interpretation	29
4.2.1. Socio-demographic factors of professional and low skilled labour workers.....	29
4.2.2. Characteristics of independent factors among professional and low skilled labour Workers	31
4.2.3. Comparison of factors associated with job Satisfaction Level among table 4 of Professionals and table 5 of Low Skilled Labour Workers.....	35
4.2.4. Correlation of dependent and independent variables.....	45
CHAPTER FIVE : DISCUSSION.....	55
5.1 Characteristics.....	55
5.2 Limitations of the Study	59
CHAPTER SIX : CONCLUSION AND RECOMMENDATION	61
6.1 Conclusion	61

6.2 Recommendation	62
REFERENCES	64

Abstract

Job satisfaction refers to one's feelings towards one's job. If the employee's expectations are fulfilled they feel satisfied. If employees are satisfied with job satisfaction increases organization commitment will be increased and the results will in return bring higher productivity. The main objective of the study is to assess the determinants of job satisfaction of Professionals and Low Skilled Labour Workers. To find out the difference in job satisfaction level between Professionals and simple Labour Workers across South Korea and Assess the factors affecting job satisfaction among Professionals and Labour Workers across South Korea.

The sample size for this study is 12,581 of the 50,000 population. Out of the sample size which is 12,581, the professionals' sample size is 7346 and low skilled labour worker is 5,235.

The variables that were significantly associated with the level of satisfaction were determined using the Pearson chi-square test of independence. Binary logistic regression models were used to determine the factors that predict the level of satisfaction.

The study helped in revealing the level of satisfaction of employees with reference to the various level of satisfaction provided by both the professionals and low skilled labour workers. This study clearly shows that professionals are more likely to have job satisfaction than low skilled labour workers. Organisation in Korea should consider and bridge the gap of motivation between professionals and low skilled labour workers on Years of working in your company or organisation, Working Environment, Wearing of PPE, Regarding the health and safety risk, work in a group or team, Emotional Expressions, Health or Safety at risk, Your Health in General and sick leave.

Keywords: Job Satisfaction, Professionals, Low Skilled Labour Workers.

CHAPTER ONE

1.1 Background to study

The human capital of any entity is a factor of production without which an organization cannot operate because workers are the main drivers of organisational activities (Attrams, 2013). Workers usually take into consideration other existing job opportunities that can bring satisfaction, and therefore quite the current work with their experience (Coomber & Barriball, 2007; Mbah, 2012). It is a very difficult thing for a worker who is happy with his/her job to willingly leave it in search of other avenues to work (Lambert & Hogan, 2009).

Job satisfaction can be described as a major positive emotional conditions emanating from pleasure (Crossman and Abou-Zaki, 2003). Job satisfaction (JB) is a pivotal determinant of an employee's behaviour and performance; for instance, circumstances of JB has been adopted to predict separations, resignations, and output of employees (Clark, Oswald, & Warr, 1996; Shields & Price, 2002).

Armstrong (2006) also described job satisfaction as workers' attitude and feeling regarding their job, either favorable behaviour to their task which implies job satisfaction or a negative kind of behavior to their tasks which implies low satisfaction with job. Campbell (1990) stated some 8 job performance predictors and five of them refer to job performance. Those 5 job performance are job-particular task proficiency, non-job particular job proficiency, written and oral interaction proficiency, oversight responsibilities, and management.

Eskildsen and Nusler (2000) noted that worker satisfaction stems from their understanding in respect to their job and their place of work. It presupposes that worker mindset regarding leadership manner of action is a crucial factor of worker job satisfaction. While Schyns and Sanders (2007) stated that low monthly pay, confusion between management and subordinates and no promotion possibilities are avenues of worker lack of job satisfaction.

There are high constraints in managing human capital owing to the fact that it consists of diverse aspects within the firm to run HR issues like workers, management and the practices of the firm. Good integration between these three components will result in a good working place so either workers or managers, they can perform their job at an optimal level. Firms expects a good job delivering environment which sets a good ground for satisfaction with work due to the fact that it has the ability a certain level of influence on a firm's output via worker performance.

Concerns have been increasing regarding job satisfaction, particularly in third world states, since the living conditions have enhanced greatly as time passed; simply, their fundamental needs have been satisfied to a certain level. In the words of Maslow hierarchy of needs (1943), people desire to satisfy greater needs when normal and critical needs have been fulfilled, among others being physiological, safety, and social needs. Baghaei (2011) held the position that the condition to fulfill these greater needs, which are esteem and self-actualization, should exist at work; implying that, the work actually should bring meaning and be able to keep them happy.

Raising job satisfaction is inseparable from the function of the person in charge of running the firm. A leader is crucial in the positive outcomes of an establishment due to the fact that the leader is the individual who will plan, organize, gather and run every available resource so that the target of the firm can be realized well and efficiently. For instance, the World Health Organization (WHO), it shows that 12.9 million health care workers'

(nurses, midwives, and doctors) shortfalls will be the reality by 2035 in South East Asian and Africa (47% and 25%, respectively) and just 1% in Europe region. The report also stressed that close to 40% of health workers in the world will stop working in the years coming due to little incentives and poor remuneration, which culminates a serious effect on the global number of people (Truth, 2013).

1.2 Statement of problem

Of all the other factors that contribute to employee satisfaction, leadership is regarded as the most important (Sageer, Rafat, & Agarwal, 2012). Research has indicated that workers give their best when management act in the way that employees admire. As shown previously, leadership action is governed by the diverse leadership styles noted by (Luthans 2008).

Evaluating the task assigned to employees could be still very low and weak. In addition, industry players seem not to have adequate insight regarding what workers expect in their workplaces. They are sometimes not considered to be very pivotal in certain specific aspects of the establishment. For such workers, avenues to channel their issues are lacking and even if exists appear cumbersome. Because firms or institutions have little idea of what sometimes constitutes job satisfaction, little is done in that direction. Of course, in many situations these issues are known but not perceived as critical because the employee is not highly regarded as key players.

Taking into consideration the negative effects of job dissatisfaction, Aziri (2011) opined that it could result in a number of negative impact like low loyalty or commitment, high absenteeism, higher number of accidents, etc. because of that, the need for job satisfaction is acknowledged in a different way.

While dissatisfaction is the beginning stage of any problem like conflict between workers and superiors and little motivation for working on workers. There exists a certain gap

between top management and lower subordinates, such that sometimes it makes it difficult for some of them, who may want to see the organization expedite implement process to produce below expectations.

In the opinion of (Joy, 2014), job satisfaction in the health sector was a huge issue for healthcare places. Despite all mechanisms of medical aid, scholarships for studying, strong communication, availability of food for the night and weekend staff and ability to deliver by the supervisors were provided for the satisfaction of workers, absence of job satisfaction continued to be a huge problem particular among nurses and little regarding nurse' satisfaction in Rwanda.

Lack of job dissatisfaction result in higher staff turnover, absenteeism, slowness and grievances. On the other hand, increased productivity will be justified by improving job satisfaction. According to (Khanna & Sehgal, 2016), it was revealed that, organization can achieve its goals once employees are satisfied with their jobs. Job satisfaction is a problem when there are dissatisfaction of the workers in the institution and, job satisfaction had overriding relevance, as they will deliver better which in the long run impact the situation of patients among nurses.

It is against this background that this study seeks to assess the determinants of job satisfaction of Professionals and simple Labour Workers. A comparative study across South Korea.

1.3 General Objective

The main objective of the study is to assess the determinants of job satisfaction of Professionals and Low Skilled Labour Workers. A comparative study across South Korea.

1.3.1 Specific objectives

The study seeks

- To find out the difference in job satisfaction level between Professionals and simple Labour Workers across South Korea
- Assess the factors affecting job satisfaction among Professionals and Labour Workers across South Korea.

1.3.2 Research Questions

1. What is the difference in job satisfaction level between Professionals and Low skilled Labour Workers group?
2. What are the factors affecting job satisfaction among Professionals and Low skilled labour workers?

1.4 Significance of the Study

Many industry managers and employers are always challenged with the approach to ensure worker satisfaction among both professionals and Low skilled Labourers. The importance of this study emanates from the fact that Job Satisfaction emanate is guaranteed based on the pragmatic measures. Management devises HR strategies and plans to tackle the imbalance both short and long-run priorities. This study is important for human resource experts, organizational development officers and other industry officers who wish to acquire more knowledge concerning how to make their employees and thus retain them. The study will provide other researchers with relevant information about job satisfaction. Employees (Professionals and Laborers) especially those working in the manufacturing and health care sector.

1.5 Chapter Outline

The study will be grouped into five chapters. The **chapter one** will include the background to the study, statement of the problem, General objective of study, specific objectives of the study, research questions, significance of study and Chapter organization. **Chapter two** provide the literature review of the study that will discuss, compare and contrast theories and writings of other authors in different context regarding the factors or determinants of job satisfaction among professionals and Simple Labor Workers in South Korea. **Chapter three** shall be dedicated to the methodology of the study which shall include study design, study population, sampling, data collection methods and procedures applied in analyzing the data gathered. **Chapter four** will be the presentation of data analysis while **Chapter five** presents the summary of the study, conclusions, and recommendations.

CHAPTER TWO: LITERATURE REVIEW

Despite its extensive convention in scientific research, as well as in everyday life, there is still no agreed definition regarding what job satisfaction is. In fact there is no final definition on what job represents. Therefore before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered. Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analysed as follows.

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935).

Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). One of the most often cited definitions on job satisfaction is the one given by Spector, according to him job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That's why job satisfaction and job dissatisfaction can appear in any given work situation.

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker is employed in a business organization, he/she brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are match with the real awards.

Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al.,1985). Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts.

In Kaliski's view, Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key component that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski,2007).

According to Statt, Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).

The term job satisfactions refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George et al., 2008).

Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

We consider that job satisfaction represents a feeling that appears as a result of the

perception that the job enables the material and psychological needs (Aziri, 2008). Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good sign for the importance of job satisfaction in modern companies.

From the above literatures on job satisfaction I will agree with Hoppock definition on Job Satisfaction which makes it clear that job satisfaction is under the influence by external and internal factors that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. This can be said to be a personal affair which has to do with psychological and emotional affairs. This is so because one person can be satisfy and other can be dissatisfy on the same job and position. It is more of individual affair and has to do with the individual mindset towards what he/she is doing in the company but not what the company think.

In a nutshell, Job satisfaction is an individual mindset that describes how an employee is a successful employee.

2.1 Theoretical review of Job Satisfaction

The various theories that attempt to explain job satisfaction; the theories have been divided into two categories, these are content theories and process theories. Content theories are the Maslow's Need Hierarchy Theory, Aldefer- ERG, Herzberg's Two Factor Theory, and McClelland's Need Theory; and process theories are Expectancy Theory, Goal- Setting Theory and Equity Theory (Unutmaz, 2014).

2.1.1 Maslow Satisfaction theory

In accordance to the Maslow's theory, human needs are divided into five categories. These categories comprise of all human activities, which are physiological or basic needs, these consists of food, water, shelter, sleep, warmth and other factors necessary for survival; security or safety needs, these include, protection, physical environment, law, rules, policies, limits and stability; belonging or affection needs, these include, affection, family, relationships, group work and friendship; esteem or ego needs, these include, self-esteem, independence, status, prestige, possession, authority, and receiving respect and self-actualization needs, these include, self-fulfillment, recognising personal potential, pursuing personal growth and experiences, personal progress and development.

2.1.2 The ERG Satisfaction Theory

Clayton Alderfer (1969) planned the Existence-Relatedness-Growth Theory. The ERG theory is an extension of Maslow's hierarchy of human needs theory. Alderfer stated that needs could be categorized into three categories, rather than five and these are; existence needs, psychological and safety needs; and relatedness needs. Existence needs are similar to Maslow's physiological and safety need categories. Relatedness needs involve interpersonal relationships, which are similar to Maslow's belongingness and esteem needs. Growth needs are related with the realization of one's potential, which are associated with Maslow's esteem and self-actualization needs.

2.1.3 Herzberg's Two Factor satisfaction Theory

In accordance to the Herzberg's two-factor theory of motivation, the factors are divided into two dimensions, motivators and hygiene. According to him, certain factors that would directly motivate the employees and cause satisfaction are intrinsic factors. Herzberg calls these factors as the motivators which give the inherent satisfaction, and represent the need

for self-actualization and take part in refinement of the person. The motivators are based on personal awareness and internal feelings; including attainment, involvement, the work itself, accountability, changing status through promotion and opportunity for progress and innovation. On the other hand, hygiene factors, which lead to extrinsic satisfaction and cause dissatisfaction, include; administration, inter-personal relationships, gratitude, organization, company policy and supervision, advancement, salaries and benefits, position, job security and physical working conditions.

2.1.4 McClelland's Need satisfaction Theory

Need for Achievement Theory was developed by McClelland (1951, 1961) and Atkinson (1964). Individuals' needs are divided into three psychological needs. The primary needs in this theory are the need for affiliation, for power, and for achievement. Firstly, the need for affiliation reveals an aspiration to create social relationships with others. Secondly, the need for power is a desire to regulate one's situation and affect others. Thirdly, the need for achievement is a desire to take accountability, formulate interesting goals and objectives, and attain performance feedback.

2.1.5 Expectancy Satisfaction Theory

Expectancy can be defined as a confidence, which concerns a specific action following by a specific result. An American psychologist, Edward C. Tolman, introduced Expectancy Theory in the 1930s. This theory directs that human behaviour is driven by the expectations. According to the theory, an individual decides to behave in a certain way to achieve the desired objective, motivates himself or herself to select a specific behaviour concerning what result they expect of that behaviour. For instance, if workers require more finances to fulfil their requirements, they are assured that if they work hard; they will make money.

2.1.6 Goal setting satisfaction Theory

Goal Setting Theory is developed by Locke and Latham, and according to the theory, goal setting is one of the most important constituents of job satisfaction. Goal-setting theory puts emphasis upon the importance of particular goals in obtaining motivation and satisfaction. In the goal setting process, people want to accomplish the goals to fulfil their desires and aspirations. The job duties of the individuals are centred upon the achievement of goals and objectives.

2.1.7 Equity satisfaction Theory

Equity Theory is a motivation theory but there are vital areas about satisfaction and dissatisfaction in it. According to Adams (1963, 1965), satisfaction is determined by the supposed input-outcome balance. Inputs are the factors such as educational level, knowledge, aptitude, proficiency, determination, accountability, age and effort, while outcomes are the aspects like performance, salary, good working conditions, work insurance, advancement, acknowledgement, position, and prospect.

2.2 Empirical Review of Satisfaction

Both hygiene factors and motivators are vital however in different ways. Job satisfaction can also be discussed because the result of the interaction of the workers and his perception towards his job and work atmosphere (Locke , 1976). The antecedents that affects the work satisfaction, is also a large variety of, like work values, one's instability, work rewards, work ethics, personal attributes, hours of labour, emotions, performance, threat to job stability, work atmosphere, organizational social concern. This finding is reliable with a few previous research which observed that delivering on the capability of a contingent reward has a significant impact on

worker job delight. Rewarding and encouraging are consistently considered by observers to be one of the important motivators. Armstrong & Murlis, (2006) individuals with high levels of job satisfaction would have healthier physical and psychological records that very likely result in higher productivity and effectiveness in their job performance and willing staying longer in organization.

2.2.1 The working conditions : Job satisfaction is influenced by many factors such as the working conditions, work itself, supervision, policy and administration, advancement, compensation, interpersonal relationships, recognition, and empowerment (Castillo & Cano, 2004). Every person has a unique set of goals and may be inspired if he/she believes that: there's a tremendous link between efforts and performance; effective performance will bring about a pleasant reward; the reward will satisfy a vital need; and the desire to fulfil the need is strong enough to take some time meaningful. The motivation to work depends on the relationships between expectancy, instrumentality and valence (Vroom, 2004). Expectancy is a person's certainty that working hard will result in a fulfilling level of job performance. Instrumentality is a worker's acceptance that successful performance may be observed through rewards and valence is the value someone holds with respect to results.

There are different studies that have been done in this area in Kenya. For instance, Kimani (2009) did a study on the effect of reward system on performance in small and medium sized enterprises and the findings were that reward policies have to be formulated for the purposes of rewarding people fairly, equitably and consistently with respect to their value to the organization. The research also found out that money was a major reward system looking for employment opportunities, followed by growth then independence and lastly responsibility.

Wangui, (2009) on the effects of reward system on performance in national

registration bureau, it was noted that reward system indeed affect performance in organizations. Employees should be remunerated and they should have comfortable working conditions. The study established further that lack of reward system affect performance leading to labour turnover and the conclusion was that national registration bureau does not train, promote, motivate and recognize their employees' effort.

2.3 Importance of Job Satisfaction to the Organisation

Spector (1997) outlined three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees.

Second, the behaviour of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behaviour and vice versa, dissatisfaction from the work will result in negative behaviour of employees.

Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication vis-à-vis in which organizational unit modifies and help boost performance.

2.4 Factors affecting job satisfaction

Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organizations. In fact the new managerial

paradigm which insists that employees should be treated and considered primarily as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analyzing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee.()

Job satisfaction is under the influence of a series of factors, in this study I will be reviewing some key dependent and independent variables which was measured in the Korean working condition survey 2017, whether it can have impact on satisfaction at their work places. The dependent variable is the satisfaction level question asked in the survey and the independent variables questions like working environment, education, training, type of organisation, availability of personal protective equipment, adequate information on the job, employees health in general, safety at work, income level, working experience, Working in groups or teams, gender, age, health status, channel of expression emotional and Working conditions.

A somewhat different approach regarding the factors of job satisfaction is provided by Rue and Byars. In fig. 1

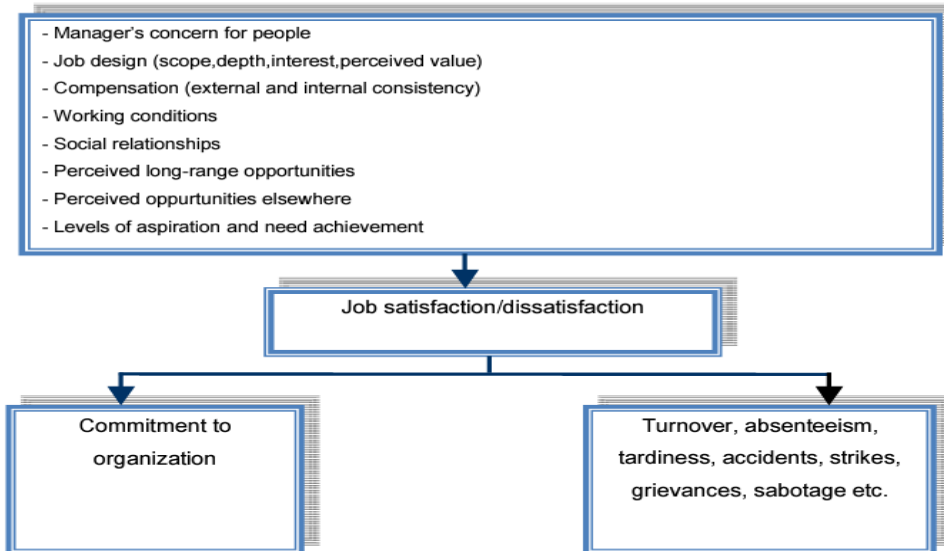


Fig. 1. Factor of Job Satisfaction model.

When talking about factors of job satisfaction the fact that they can also cause job dissatisfaction must be kept in mind. Therefore the issue whether job satisfaction and job dissatisfaction are two opposite and excludable phenomena? There is no consensus regarding this issue among authors. Herzberg's Two Factor Theory is probably the most often cited point of view.

2.4.1. Training: According to Steinmitz 1968, Training has been defined as a term process utilizing a systematic and organized procedure by which non-personnel learns technical knowledge and skills for a definite purpose" (Steinmitz 1968, 73). Stedham and Mitchell (1996) found that nonsupervisory casino employees perceived training as the critical factor in determining job satisfaction. Well-trained employees have role clarity, provide better quality service to customers, and are more satisfied with their current job and organization (Arnett, Laverie, and McLand 2002). Also, employees who have received an appropriate amount of information tend to show less role conflict and more job clarity, thus enhancing job security and job satisfaction.

2.4.2. Education: Also education is matched well with one's job, it puts the knowledge and skills acquired by individuals to appropriate use, furthering job performance and satisfaction (Allen and Van Der Velden 2001). Empirical studies also report that education-job mismatch negatively impacts one's level of job satisfaction (Johnson and Johnson 2000; Vila and García-Mora 2005). Consequently, the congruence between an individual's education and what one does on the job affects the level of satisfaction with one's job. Studies indeed have shown that a match or a mismatch between an individual's education and job has significant effects on various labour market outcomes, including productivity, job satisfaction, absenteeism, and turnover (Allen and Van Der Velden 2001; Vila and García-Mora 2005; West and Berman 2009). While predetermined factors, such as availability of jobs, educational characteristics, geographic mobility, and immigrant status, affect education-job match (Boudarbat and Chernoff 2012; Hensen, Vries, and Cörvers 2009), employers also have influence on employees' education-job match through job design and assignment. The right match between education and job leads to equity with compensation, puts the knowledge and skills acquired by the workers to proper use, enables them to perform at a higher level, and consequently increases their satisfaction with their occupation (Allen and Van Der Velden 2001; Vila and García-Mora 2005).

Educational Qualifications – Individuals possess different levels of education, skills and abilities. Their educational qualifications, skills and abilities determine their attitude towards their jobs. The individuals who possess high levels of education do not feel satisfied with their jobs, the reason being that they feel they are performing repetitive tasks. It is vital that the requirements of the jobs should be in accordance to the educational levels of the employees. The qualifications, knowledge, skills and the abilities that the individuals have acquired in educational institutions should be utilized in an effective manner in the performance of their job duties. When the individuals are not able to make use of their educational qualifications, they do not feel satisfied with their jobs.

Other researchers, such as Vila and García- Mora (2005), Verhofstadt, De Witte and Omey

(2007) and Fiorillo and Nappo (2011) find, under certain circumstances, a positive relationship between both variables. According to Verhofstadt et al. (2007), higher educated workers are more satisfied than their lower educated counterparts because they have a job of better quality but, when they control for other job characteristics, they find that higher educated workers report lower job satisfaction.

2.4.3. Channel of expression emotions or Communication: Another factor I will like to look at is adequate information on the job, which is very necessary when it comes to job satisfaction. Management giving employees adequate information on the job will also have impact on job satisfaction. Employees without information about the job he/she is doing does it without any real motive to deliver a very good output. This makes the employee not feel needed in the organisation.

Channel of expression emotional or Communication satisfaction has been defined as the support provided when a communication event fulfills positive expectations (Hansia, 2009). By meeting the needs and expectations of employees in a positive way, customers and guests of the organization are more likely to have their needs and expectations met.

The working environmental conditions influence job satisfaction, as the employees would want their physical working environmental conditions to be comfortable. The working conditions include the office equipment, chairs, furniture, machines, tools, and so forth. The employees feel satisfied with their jobs, when the productivity levels goes up, because of the working environmental conditions. When an employee gets hired, he always desire the working conditions that would contribute in enhancing his job performance. On the other hand, when the employees do not find the working environmental conditions comfortable, they do not develop the feelings of job satisfaction.

2.4.4. Relationship with the Co-workers group or team work: Within the organizational structure, it is vital for the employees to develop appropriate terms and conditions with the co-workers. It is vital to create an atmosphere within the workplace, where co-workers are

able to interact and work in teams or group with each other in a pleasant and an informal manner. Amiable and friendly relationships with the co-workers enable the individuals to perform their assignments, jobs and work duties in an adequate manner. If the supervisor has provided to the employees some kind of explanation regarding the performance of the job duties, and some of the employees may not have understood clearly, then they can always consult their co-workers and team work that seek support and assistance from them. Therefore, approachable terms and relationships with the co-workers enable employees to enhance productivity and output, and develop job satisfaction (Dr. Radhika Kapu, 2018).

2.5. Professional

According to corporate finance institute (2020), professional refers to anyone who earns their living from performing an activity that requires a certain level of education, skill, or training. There is typically a required standard of competency, knowledge, or education that must be demonstrated (often in the form of an exam or credential), as well as adhering to codes of conduct and ethical standards. (Corporate finance institute 2020),

According to Australian Council of Professions, 2003, defines Professional as a disciplined group of individuals who adhere to ethical standards and who hold themselves out as, and are accepted by the public as possessing special knowledge and skills in a widely recognised body of learning derived from research, education and training at a high level, and who are prepared to apply this knowledge and exercise these skills in the interest of others. It is inherent in the definition of a Profession that a code of ethics governs the activities of each Profession. Such codes require behaviour and practice beyond the personal moral obligations of an individual. They express and demand high standards of behaviour in respect to the services provided to the public and in dealing with professional colleagues. Often these codes are enforced by the Profession and are acknowledged and accepted by the community.

In the Korean Working Condition Survey (KWCS) 2017 edition described professionals as people who work relate to the following professions, Medical researcher, political science researcher, expert investigator, accountant, lawyer, pastor, nursing teacher, general practitioner, nutritionist.

2.5.1. Low Skilled Labourer

According to the Free Dictionary, Low skilled Worker is someone who does not have training qualifications; in other words, unskilled labor to work. The social class of those who perform physical work for a living, as opposed to the professional or middle class, the upper class, or others. A manual or technical laborer.

General, labourer is any physical job with non-skilled, hands-on tasks, such as cleaning, moving or landscaping.

According to Korea Worker Condition Survey (KWCS) 2017, Low Skilled Labour Worker is classified as someone whose work falls within this group of Apartment security guard, baby sitter, gas station worker, parcel deliveryman, street cleaner, parking usher, farm worker, Crop processing product machinery operator, printing press worker, furniture assembly worker, taxi driver and thermal power generator operator (KWCS 2017)

Once the type of work falls within this category that person is classified as a low skilled labour worker.

2.5.2. Difference between Professional and Low Skilled Worker

A professionals exhibits the following characteristics as a person who belongs to a profession group, a person who earns his living from a specified activity and an expert in his field of study on the job. Whilst a simple labor worker person who performs labor for his living, especially manual labor. Without any skills or specialty. Simple labor worker is a person who performs labor for his living, especially manual labor while professional is a person who belongs to a profession with a scientific approach to work.

In educational setting, a professionals possess some kind of specific and higher educational qualification whilst a low skilled worker has no specific qualification for a specific work to do. Professional workers generally including workers who are performing advanced tasks that require specific educational training, typically obtained through a Bachelor's degree or professional certificate. Professionals can also include workers with extensive experience in a certain field that would be equivalent to a Bachelor's degree or post-graduate degree in a specific field of study.

Professional worker job description is not determined by the nature of work he/she does but with a low skilled worker, his/her job is static and is determined by what he is being asked to do. This has to do with who tells you what to do. The professionals work need not supervision or direction but the low skilled worker has to do with strict supervision and direction.

Job security. Professional worker has a maximum of job security as compare to the low skilled worker. The professional has job conditions of service and job terms and references whilst most low skilled labour workers job has no conditions and terms of reference with regards to the job them finds themselves in.

Job status of professional are mostly full-time jobs or in contracts for a period. This is a way of the professionals being satisfied with the kind of job they find themselves. The low skilled workers job most are in daily remuneration bases.

Salary and pay, professionals are paid on basic monthly salary, contract lamp-sum of money and extra allowances or bonuses, whilst Low level skilled workers majority of them are in hourly work pay, daily pay and contact lamp-sum of pay. The professionals pay is being describe by the type of professionals certificates he/she possess and the simple labour worker pay is determined by his strength and the number of hours and days they can work. Professionals work is basically a scientific approach work and a Low skilled labour worker work is based on his ability and strength.

CHAPTER THREE: METHODOLOGY

3.1 Study Design

This study is designed as a cross-sectional comparative study for professional group and simple labour group. The simple labour group sample size is 93 as compared to the professionals group which has a sample size of 7346, due to that wide difference in the sample size of both groups another group called equipment machinery operator and assembly worker. The equipment machinery operators are kind of workers group which does not need any special skill to do that work, so I added the group to the simple labour group and named it as Labor skilled Worker. This Labor Skilled Workers comprises of two group of workers, that is equipment machinery operator and assembly worker and simple labour worker.

The sample size for professionals will be 7346 and that of labor skilled workers will be 5143 which will be fair to compare mean of both group.

3.2 Data Collection

The Korea Working Conditions Survey is a survey based on the European Working Conditions Survey benchmarked therefor. The survey was approved by Statistics Korea in 2006 and was conducted for the first time (the 1st survey). Since the first Survey, the survey was conducted in 2010 (the 2nd survey), 2011 (the 3rd survey), 2014 (the 4th survey) and in 2017 (the 5th survey). This User's Guide was prepared for the use of Raw Data used in the 5th Working Conditions Survey.

The Working Conditions Survey is directed by the Occupational Safety and Health Research Institute (OSHRI) in Korea Occupational Safety and Health Agency. The survey

was approved as an authorized statistical survey by government since its first survey conducted in 2006 (Authorization No. 38002, Statistics Korean).

This survey is done by Korea Occupational Safety & Health Agency (KOSHA), a government-funded institute under Ministry of Employment and Labor, is a survey on working conditions in order to establish and correct a safety & health related policy. This survey is done in nationwide to the economically actives will be used as a fundamental data in establishing policies for workers.

3.3 Sample Size

The population for the KWCS comprises all employees aged over 15 years in all household at the time the survey is being carried out. The population for the 5th KWCS was determined by taking results of the Population and Housing Census into account together with the characteristics of 50,000 workers aged over 15 years old living in households located in the general and apartment enumeration districts.

The sample size for this study is 12,581 of 50,000 population. Out of the sample size which is 12,581, professionals sample size is 7346 and low skilled labour worker is 5,235.

3.4 Analysis

The data analysis will done be using SPSS version 26.0 to analyse the job satisfaction level between Professionals Workers and Low Skilled labour Worker and to fine the factors that affect Job Satisfaction among professionals and low skilled labour workers with SPSS version 26.0.

3.5 Variables

3.5.1. Dependent variable: The dependent variable in this study is the Job Satisfaction which is defined in question number 69 from the KWCS questionnaire which ask question about the job satisfaction level of the employees and respondents in the survey.

3.5.2. Independent variables: The independent variables are the job quality indicators identified in the questionnaire of KWCS are Age, Gender, Education or Training, Household Income level, Type of Company or Organisation, Years of working in your company or organisation, Working Environment, Wearing of PPE, Regarding the health and safety risk, work in a group or team, Emotional Expressions, Health or Safety at risk, Your Health in General and Force to work when sick.

3.6. Describes both the dependent variable and independent variable

From the table 1 below describes how the dependent and the independent variables will be used in the data analysis to determine the factors that will influence satisfaction among the Professionals' workers and the Low Skilled labour Workers in the Socio-demographic factors of professional and skilled labour workers, Characteristics of independent factors among Professional and Low skilled Labour Workers, Factors associated with job Satisfaction Level among Professionals and Low Skilled Labour Workers and the Multivariate Logistic Regression Analysis of Job Satisfaction level among Professionals and Low skilled labour workers.

Table 1. Describes both the dependent variable and independent variable

Indicator	Variable	Question	Description
Dependent Variable	Job Satisfaction	Job satisfaction level of the employee	Employee's overall positive attitude and feelings towards their job
Independent Variable	Age	How old is he/she?	How old the employee is
	Gender,	What gender of his/her is?	How his/her Gender is
	Education or Training	What is the highest level of education or training that you have successfully completed?	How educated or trained the employee
	Sources of income of household head,	Are you, in your household, the person who contributes the most to the household income?	The income from work
	Type of Company or Organisation	Which one of the following applies to your work place?	Whether private, government or NGO
	Years of working in your company or organisation	How many years have you been in your company or organization?	Number of years of work in the organisation

Comfortable working environment	During the last 3 years have the following changes occurred at your current workplace which affected your immediate working environment?	the environment is satisfactory to work
Wearing of PPE	Does your job ever require that you wear personal protective equipment? (helmet, gloves, mask, protective goggles, etc)	He/she needs PPEs to function better
Regarding the health and safety risk	Regarding the health and safety risks related to performance of your job, how well informed would you say you are?	Is health and safety important
work in a group or team	Do you work in a group or team that has common tasks and can plan its work?	Is there team or group working
Emotional Expressions	In relation to conducting work, is there a manual	Can one express his/her emotions at work

		(guideline) for emotional expressions that are required by the company?	
	Health or Safety at risk	Do you think your health or safety is at risk because of your work?	Is the work risky
	Your Health in General	How is your health in general? Would you say it is ...	Status of health
		Over the past 12 months did you work when you were sick?	Is the sick leave enforceable

CHAPTER FOUR: ANALYSIS

To analyse the factors of job satisfaction among professionals and Low Skilled labour workers.

4.1. Data Analysis

Data were exported into excel spreadsheet, cleaned, and exported into SPSS statistical software version 26 for analysis. Descriptive statistics such frequencies and percentages were used to describe the explanatory variables in table formats. Cross-tabulation was adopted to examine the distribution of the level of satisfaction of professional and skilled labour workers across the explanatory variables. The variables that were significantly associated with the level of satisfaction were determined using Pearson chi-square test of independence. Binary logistic regression models were used to determine the factors that predicts the level of satisfaction. Explanatory variables that had significant associations ($p < 0.05$) in the bivariate regression analysis were entered into the multivariable model to determine the predicting factors of satisfaction level of professionals and skilled labour workers. Variables with $p < 0.05$ were determined statistically significant. All independent variables of interest were tested for multicollinearity and none of the explanatory variables had a Variance Inflation Factor (VIF) above 10 necessary for exclusion from the regression model.

4.2. Results interpretation

4.2.1. Socio-demographic factors of professional and low skilled labour workers

Table 2 below represent the Socio-demographic analysis which was measured by the respondent's background information based on gender, age, household income level and education level.

The socio-demographic factors of the sample are presented in Table 21 below shows that, out of the 12581 respondents, 58.8% were professionals and 41% were Low skilled workers respectively. It is revealed that majority of the respondent in the socio-demographic factors of professionals and low skilled labour workers was within the age range of 31 to 40 years is 31.5% and a less respondent age range of 51 to 60 years 6.3% are the lowest respondents of the professionals workers. The majority of the respondents for Low skilled workers were within the age range of 51 to 60 years 52.6% and the minority of the respondents were in the age range between 0 to 20 years with 5.0% for the Low skilled Labour workers.

Again, the educational or training respondent had a higher number of professionals with university-undergraduate certificate of 61.8% and the lowest being graduate or above with of 6.5%. Whilst the Low skilled labour recorded the highest respondents rate for lower than secondary education with 88.8% and with the lowest respondents of graduate and above with 0.2% of the respondents.

Table 2: Socio-demographic factors of professional and low skilled labour workers
 (Unit: persons, %)

	Variables	Professionals	Low Skilled Labour	Sub-Total
Age				
	0 - 20years	882(12.0)	259(5.0)	1081(9.0)
	21 - 30 years	2149(29.3)	310(5.9)	2459(19.7)
	31 - 40 years	2314(31.5)	636(12.1)	2950(23.4)
	41 - 50 years	1539(21.0)	1277(24.4)	2816(22.4)
	51 - 60years above	462(6.3)	2753(52.6)	3215(25.5)
	TOTAL	7346(58.8)	5235(41.2)	12581(100)
Gender	Male	3219(43.8)	2493(46.6)	5618(45.0)
	Female	4127(56.2)	2742(53.4)	6870(55.0)
	TOTAL	7346(58.8)	5235(41.2)	12581(100)
Sources of income of household head	Yes	4062(55.3)	1714(33.3)	5776(45.9)
	No	2333(31.8)	3028(58.9)	5361(42.6)
	All equal	938(12.8)	358(7.0)	1296(10.3)
	DK/no opinion/Refusal	13(0.2)	42(1.0)	55(0.4)
	TOTAL	7346(58.4)	5235(41.2)	12581(100)
Educational level	Lower than secondary education	926(12.6)	4651(88.8)	5577(44.3)
	Community college	1406(19.1)	335(6.4)	1741(13.8)
	University – undergraduate	4540(61.8)	240(4.6)	4780(37.9)
	Graduate or above	474(6.5)	9(0.2)	483(4.0)
	TOTAL	7346(58.4)	5235(41.6)	12581(100)
Type of	Private sector	5980(81.4)	4172(79.7)	10152(80.6)

company or organisation	Public sector	1154(15.7)	916(17.5)	2070(16.5)
	Joint-public-private	85(1.2)	60(1.1)	145(1.2)
	Not-for-profit NGO	118(1.6)	63(1.2)	181(1.4)
	Others/Refusal	9(0.1)	24(0.5)	33(0.3)
	TOTAL	7346(58.4)	5235(41.2)	12581(100)

4.2.2. Characteristics of independent factors among professional and low skilled labour Workers

In table 3 below is the characteristics of the independent factors among Professionals and Low Skilled Labour was analysed by the respondent's work issues used as independent variables, based on their Sources of income of household head, type of company or organisation, years of working in company or organisation, working environment, does your work requires wearing PPEs, safety at work, rotating tasks, work in a group or team, emotional expressions, health or safety at risk because of work, work affect your health or not, health in general, force to work when sick.

The characteristics of independent factors among professionals and low skilled labour workers, which has a total respondents of 12581, of which 58.4% as Professionals and 41.2% for Low Skilled Labour Workers.

Also, comfortable working environment recorded a high rate of No with 88.4% for professional and a lowest response of refusal of 0.1%. Whilst Low skilled labour workers also recorded the higher of 97.6% as No and a lowest response of 0.2% as refusal.

In addition, the independent variable of personal protective equipment (PPEs) was high response for professionals with 80.2% and a low response for Low skilled labour workers with 58.3%.

However, emotional expression for professionals' workers responded No with 81.0% as compare to Low skilled labour workers of 87.5%.

Again the type of company or organisation recorded a high response rate for professional with 81.4% and a higher response from Low skilled labour workers with 79.7%.

Table 3. Characteristics of independent factors among Professional and Low skilled Labour Workers

Variables	Category	Satisfaction Level		Sub-Total
		Professionals	Low Skilled Labour	
Years of working in company or organisation	0 – 20 years	6752(91.9)	5010(95.7)	11762(93.4)
	21 – 30 years	482(6.5)	142(2.7)	619(5.0)
	31 – 60 & above years	118(1.6)	83(1.6)	201(1.6)
Working Environment	Yes	842(11.5)	108(2.2)	950(7.6)
	No	6495(88.4)	5114(97.6)	11609(92.2)
	DK/NA/Refusal	9(0.1)	13(0.2)	22(0.2)
Does your work requires wearing PPEs	Yes	1449(19.7)	2183(41.7)	3632(28.9)
	No	5897(80.2)	3052(58.3)	8949(71.1)
Safety at work	Very well Informed	1274(17.3)	894(17.1)	2168(17.2)
	Well Informed	3685(50.2)	2403(45.9)	6088(48.4)
	Not very well Informed	1572(21.4)	1322(25.2)	2894(23.0)
	Not at all Informed	754(10.3)	592(11.3)	1346(10.7)
	DK/NA/Refusal	61(0.8)	24(0.5)	85(0.7)
Rotating tasks	Yes	503(6.8)	3214(61.4)	3717(29.6)
	No	6832(93.0)	1625(31.0)	8457(67.2)
	DK/NA/Refusal	11(0.2)	396(7.6)	407(3.2)
Work in a group or team	Yes, Always in group or team	1352(18.4)	1078(20.6)	2430(19.3)
	Yes, in several team or group	691(9.5)	491(9.4)	1182(9.4)
	No	5280(71.8)	3651(67.7)	8931(71.0)

	DK/NA/Refuse	23(0.3)	15(0.3)	38(0.3)
Emotional Expressions	Yes	1370(1010.6)	636(12.1)	2006(16.0)
	No	5952(81.0)	4579(87.5)	10531(83.7)
	DK/NA/Refusal	24(0.3)	20(0.4)	44(0.3)
Health or Safety at risk because of Work	Yes	367(5.0)	757(14.5)	1124(8.9)
	No	6975(94.9)	4470(85.4)	11445(91.0)
	DK/NA/Refusal	4(0.1)	8(0.1)	12(0.1)
Work affect your health or not?	Yes, Mainly Positive	1217(16.6)	623(11.9)	1840(14.6)
	Yes Mainly Negative	1083(14.7)	1572(30.0)	2655(21.1)
	No	5039(68.6)	3031(57.9)	8070(64.2)
	DK/NA/Refuse	7(0.1)	9(0.2)	16(0.1)
Health in General	Very good	980(13.3)	280(5.3)	1260(10.0)
	Good	4854(66.1)	2470(47.2)	7324(58.1)
	Fair	1422(19.4)	2043(39.0)	3465(27.5)
	Bad	81(1.0)	421(8.0)	502(3.9)
	Very bad	9(0.1)	21(0.1)	28(0.0)
	DK/NA/Refusal	2(0.0)	0(0)	2(0.0)
Sick leave	Yes	1222(16.6)	937(17.8)	2159(17.1)
	No	4783(65.1)	3689(70.5)	8472(67.4)
	No Sick	1323(18.0)	595(11.4)	1918(15.2)
	DK/NA/Refusal	18(0.2)	14(0.3)	32(0.3)
	TOTAL	7346(58.4)	5235(41.2)	12581(100)

4.2.3. Comparison of factors associated with job Satisfaction Level among table 4 of Professionals and table 5 of Low Skilled Labour Workers

In table 4 and 5 below is the factors associated with job satisfaction level among professionals was analysed by the respondent's work issues as independent variables based on their age, gender, education or training, sources of income of household head, type of company or organisation., years of working in company or organisation, working environment, requires wearing PPEs, health and safety risk, work in a group or team, emotional expressions, health or safety at risk, health in general, force to work when you were sick.

The magnitude of the satisfaction saw professional's workers with 85.7%. The study further showed that a higher magnitude of professional and low skilled labour workers in South Korea are satisfied with their work.

Education or training had a significant outcome for both Professionals and Low Skilled Labour workers with both p-value of $p < 0.001$. Majority of the professionals were university-undergraduate with a percentage of 62.8% satisfied. In table 5, the low skilled labour workers recorded a majority with lower than secondary education with 91.3% as compared to the other educational categories.

The type of company also had an impact in the satisfaction level of the study, the Low skilled labour workers in table 5 had a significant variable with p-value of $p < 0.001$. The professionals workers had $p > 0.05$.

Years of working in the company or organisation was significant for Low Skilled Labour Workers with a p-value of $p < 0.001$ and with a percentage of 96.4% of workers in the range of zero to twenty years of working and satisfied with their job. The professionals workers also saw p-value not significant of $p > 0.05$.

Emotional expression saw a significant figure for Low skilled labour worker with a p-value of $p < 0.001$ in the satisfaction level with their company emotional expression guidelines. The Professionals workers had $p > 0.05$ satisfaction level.

Forced to work when sick shows Professionals had a p-value of $p < 0.001$ with a satisfied and a NO percentage of 65.1% as compared to the other categories. The low skilled labour workers was significant with p-value of $p < 0.001$ and a percentage of 55.3% satisfied with yes in the category.

Table 4. Factors associated with job Satisfaction Level among Professionals

Variable	Indicator	Professionals			
		Not Satisfied	Satisfied	Total	
Age					0.124
	15years – 29 years	150 (14.3)	732 (11.6)	882(12.0)	
	30years – 39 years	299 (28.5)	1850 (29.4)	2149(29.3)	
	40 years – 49years	333 (31.7)	1981(31.5)	2314(53.2)	
	50years – 59 years	210 (20)	1329(21.1)	1539(21.0)	
	60 years and over	58 (5.5)	404(6.4)	462(6.3)	
Gender					0.424
	Male	472(44.9)	2747(43.6)	3219(43.8)	
	Female	578(55.1)	3549(56.4)	4127(56.2)	
Education or Training					0.001**
	Lower than secondary education	158(15.0)	768(12.2)	926(12.6)	
	Community college	244(23.2)	1162(18.5)	1406(19.2)	
	University-undergraduate	584(55.6)	3956(62.8)	4540(61.8)	
	Graduate or above	64(6.2)	410(6.5)	474(6.4)	
Sources of income of					0.120
	Yes	597(56.8)	3465(55)	4062(55.3)	
	No	350(33.3)	1983(31.5)	2333(31.8)	

Variable	Indicator	Professionals			
		Not Satisfied	Satisfied	Total	
household head	All equally	101(9.6)	837(13.3)	938(12.8)	
	DK/NA/Refusal	2(0.2)	11(0.2)	13(0.2)	
Type of Company or Organisation.					0.05*
	Private sector	899(85.6)	5081(80.7)	5980(81.4)	
	Public sector	120(11.4)	1034(16.4)	1154(15.7)	
	Joint private-public	13(1.2)	72(1.1)	85(1.2)	
	Not-for-profit, NGO	17(1.6)	101(1.6)	118(1.6)	
	Others/Refusal	1(0.1)	8(0.1)	9(0.1)	
Years of working in company or organisation					0.640
	0 – 20 years	989(95.5)	5763(93.6)	6752(93.8)	
	21 – 30 years	40(3.9)	242(3.9)	282(3.9)	
	31 – 60 years & above	5(0.4)	54(0.9)	59(0.8)	
Working Environment					0.001**
	Yes	144(13.7)	661(10.5)	805(11.0)	
	No	902(85.9)	5627(89.4)	6529(88.9)	
	DK/NA/Refusal	4(0.4)	8(0.1)	12(0.1)	
Work requires wearing PPE					0.05*
	Yes	243(23.1)	1206(19.2)	1449(19.7)	

Variable	Indicator	Professionals			
		Not Satisfied	Satisfied	Total	
	No	807(76.8)	5090(80.8)	5897(80.2)	
					0.001**
Health and safety risk	Very well informed	149(14.2)	1125(17.8)	1274(17.3)	
	Well informed	495(47.1)	3190(50.7)	3685(50.2)	
	Not very well informed	300(28.6)	1272(20.2)	1572(21.4)	
	Not at all informed	96(9.1)	658(10.5)	754(10.3)	
	DK/NA/Refusal	10(1.0)	51(0.8)	61(0.8)	
Work in a group or team					0.001**
	Yes, always in the same team or group	202(19.2)	1150(18.3)	1352(18.4)	
	Yes, in several teams or groups	175(16.7)	516(8.3)	691(9.5)	
	No	671(63.9)	4609(73.1)	5280(71.8)	
	DK/NA/Refuse	2(0.2)	21(0.3)	23(0.3)	
Emotional Expressions					0.371
	Yes	208(19.8)	1162(18.8)	1370(18.7)	
	No	837(79.7)	5115(82.7)	5952(81.)	
	DK/NA/Refusal	5(0.5)	19(0.31)	24(0.3)	

Variable	Indicator	Professionals			
		Not Satisfied	Satisfied	Total	
Health or Safety at risk					0.001**
	Yes	107(10.2)	260(4.1)	367(5.0)	
	No	942(89.7)	6033(95.8)	6975(94.9)	
	DK/NA/Refusal	1(0.1)	3(0.1)	4(0.1)	
					0.820
Health in General	Very good	280(26.7)	700(11.1)	980(13.3)	
	Good	622(59.2)	4230(67.3)	4854(66.1)	
	Fair	117(11.1)	1306(20.7)	1420(19.4)	
	Bad	27(2.6)	53(0.8)	81(1.0)	
	Very bad	4(0.3)	7(0.1)	11(0.1)	
Sick leave					0.001**
	Yes	270 (25.6)	952(15.1)	1222(16.6)	
	No	625 (59.4)	4158(66)	4783(65.1)	
	No sick	153(14.5)	1170(18.6)	1323(18)	
	DK/NA/Refusal	2(0.2)	16(0.3)	18(0.2)	
	TOTAL	1050(14.5)	6296(85.7)	7346(100)	

Exponentiated coefficient; 95% confident interval in brackets; cOR= crude odds ratio.

aOR= adjusted odds ratios; CI Confidence Interval.

Table 5. Factors associated with job Satisfaction Level among Low Skilled Labour Workers

Variables	Indicator	Low Skilled Labour		Total	p-value
		Not Satisfied	Satisfied		
Age					0.130
	15years – 29 years	88(4.8)	171(4.9)	259(4.9)	
	30years – 39 years	114(6.3)	196(5.8)	310(5.9)	
	40 years – 49years	213(11.8)	423(12.3)	636(12.2)	
	50years – 59 years	477(26.3)	800(23.4)	1277(24.4)	
	60 years and over	919(50.7)	1834(53.6)	2753(52.6)	
	TOTAL	1811(34.6)	3424(65.4)	5235(100)	
Gender					0.156
	Male	1129(62.3)	1285(37.6)	2414(46.2)	
	Female	682(37.7)	2136(62.4)	2818(53.8)	
	TOTAL	1811(34.5)	3424(65.5)	5235(100)	
Education or Training					0.001**
	Lower than secondary education	1654(91.3)	2997(87.5)	4651(88.9)	
	Community college	99(5.5)	236(6.9)	335(6.4)	
	University-undergraduate	58(3.2)	182(5.3)	240(4.5)	
	Graduate or above	0(0)	9(0.3)	9(0.2)	

	TOTAL	1811(31.5)	3424(65.5)	5235(41.2)	
Sources of income of household head					0.001**
	Yes	1286(71.0)	2372(69.3)	3658(69.9)	
	No	420(23.2)	855(25.0)	1275(24.4)	
	All equally	101(5.6)	193(5.6)	294(5.6)	
	DK/NA/Refusal	4(0.2)	4(0.1)	8(0.1)	
	TOTAL	1811(31.5)	3424(65.5)	5235(41.2)	
Type of Company or Organisation.					0.001**
	Private sector	1600(88.3)	2572(75.1)	4172(79.7)	
	Public sector	184(10.2)	732(21.4)	916(17.5)	
	Joint private-public	10(0.6)	50(1.5)	60(1.1)	
	Not-for-profit, NGO	11(0.6)	52(1.5)	63(1.2)	
	Others/Refusal	6(0.3)	18(0.5)	24(0.5)	
Years of working in company or organisation					0.001**
	0 – 20 years	1711(94.5)	3299(96.4)	5010(95.7)	
	21 – 30 years	59(3.2)	83(2.4)	142(2.7)	
	31 – 60 years & above	41(2.3)	42(1.2)	83(1.6)	
Working Environment					0.099
	Yes	34(1.9)	74(2.2)	108(2.1)	
	No	1769(97.7)	3345(97.7)	5114(97.7)	

	DK/NA/Refusal	8(0.4)	5(0.1)	12(0.2)	
Work requires wearing PPE					0.356
	Yes	771(42.6)	1412(41.2)	2183(41.7)	
	No	1040(57.4)	2012(58.8)	3052(58.3)	
					0.001**
Health and safety risk	Very well informed	240(13.3)	654(19.1)	894(17.1)	
	Well informed	708(39.1)	1695(4.9)	2403(45.9)	
	Not very well informed	575(31.7)	747(21.8)	1322(25.3)	
	Not at all informed	281(15.5)	311(9.1)	592(11.2)	
	DK/NA/Refusal	7(0.3)	17(0.5)	24(0.5)	
Work in a group or team					0.001**
	Yes, always in the same team or group	328(18.1)	750(21.9)	1078(20.6)	
	Yes, in several teams or groups	204(11.3)	287(8.4)	491(9.4)	
	No	1275(70.4)	2376(69.4)	3651(69.7)	
	DK/NA/Refuse	4(0.2)	11(0.3)	15(0.3)	
Emotional Expressions					0.001**
	Yes	170(9.4)	466(13.6)	636(12.1)	
	No	1636(90.3)	2943(86.0)	4579(87.5)	
	DK/NA/Refusal	50.3(0.3)	15(0.4)	20(0.4)	

	TOTAL	1811(31.5)	3424(65.5)	5235(100)	
Health or Safety at risk					0.001**
	Yes	445(24.5)	312(9.1)	757(14.5)	
	No	1361(75.2)	3109(90.8)	4470(85.3)	
	DK/NA/Refusal	5(0.3)	3(0.1)	8(0.2)	
Health in General	Very good	68(3.8)	212(6.2)	280(5.3)	
	Good	680(37.5)	1790(52.3)	2470(47.2)	
	Fair	798(44.1)	1245(36.4)	2043(39.1)	
	Bad	252(13.9)	169(4.9)	421(8.0)	
	Very bad	13(0.7)	8(0.2)	21(0.4)	
Sick leave					0.001**
	Yes	826(45.6)	1895(55.3)	2721(51.9)	
	No	726(40.1)	1221(35.5)	1947(37.0)	
	No sick	201(11.1)	294(8.5)	495(9.5)	
	DK/NA/Refusal	58(3.2)	24(0.7)	82(1.6)	
	TOTAL	1811(34.5)	3424(65.5)	5235(100)	

Exponentiated coefficient; 95% confident interval in brackets; cOR= crude odds ratio.

aOR= adjusted odds ratios; CI Confidence Interval.

4.2.4. Correlation of dependent and independent variables

From the table 6 below shows the correlation of dependent and independent variables used in this study. The table makes it clear that p-value to be significant $p < 0.001$ and $p < 0.05$ from most of the variables. The Pearson correlation does not show any strong relationship between them to able to course job satisfaction among the professionals and the low skilled labour workers. Therefore, there was no likely job satisfaction among the two groups.

Table 6. Correlation of dependent and independent variables

Variable	Professionals		Low Skilled Labour		Combined	
	Pearson Correlation	Sig. (2-tailed)	Pearson Correlation	Sig. (2-tailed)	Pearson Correlation	Sig. (2-tailed)
Age	0.015	0.214	0.003	0.830	0.105	0.001**
Gender	0.013	0.278	0.062	0.001**	0.043	0.001**
Education Or Training	0.061	0.001**	0.042	0.05*	0.207	0.001**
Sources Of Income Of Household Head	0.002	0.849	0.05*	0.528	0.038	0.001**
Type Of Company Or Organisation	0.015	0.189	0.05*	0.001**	0.028	0.001**
Years Of Working In The Company Or Organisation	0.038	0.001*	0.05*	0.145	0.081	0.001**
Comfortable Working Environment	0.023	0.05*	0.19	0.173	0.045	0.001**

Work Requires PPEs	0.003	0.805	0.011	0.439	0.059	0.001**
Health And Safety Risk	0.039	0.001*	0.145	0.001**	0.088	0.001**
Work In Group Or Team	0.030	0.05*	0.034	0.05*	0.005	0.560
Emotional Expression	0.051	0.001**	0.069	0.001**	0.071	0.001**
Health Or Safety Risk	0.061	0.001**	0.139	0.001**	0.130	0.001**
Health In General	0.177	0.001**	0.196	0.001**	0.241	0.001**
Sick Leave	0.084	0.001**	0.097	0.001**	0.105	0.001**

4.2.5. Correlation among independent variables

The Pearson correlation test of the independent variables in the table 7 below shows the independent variables shows a very strong significant variables. It did not show a very strong relationship between them. Even though they were significant but the variables are not dependent.

Table 7. Correlation of independent variables

Variables	Years Of Working In The Company Or Organisation		Comfortable Working Environment		Work Requires PPEs		Health And Safety Risk		Work In Group Or Team		Emotional Expression		Health Or Safety Risk		Health In General		Sick Leave	
	P C	Sig.	P C	Sig.	P C	Sig.	P C	Sig.	P C	Sig.	P C	Sig.	P C	Sig.	P C	Sig.	P C	Sig.
Years Of Working In The Company Or Organisation			-0.088	0.001**	0.024	0.05*	-0.027	0.05*	0.028	0.05*	-0.018	0.05*	-0.009	0.303	-0.031	0.001	0.007	0.448
Comfortable Working Environment					0.047	0.001**	0.029	0.001**	0.093	0.001**	0.077	0.001**	0.027	0.05*	0.059	0.001**	-0.002	0.783
Work Requires PPEs							0.302	0.001**	0.145	0.001**	0.061	0.001**	0.232	0.001**	-0.060	0.001**	0.048	0.001**

Health And Safety Risk									0.141	0.001 **	0.129	0.001 **	0.049	0.001 **	0.044	0.001 **	0.034	0.001 **
Work In Group Or Team											0.074	0.001 **	0.070	0.001 **	-0.007	0.435	0.024	0.05*
Emotional Expression													0.056	0.001 **	0.058	0.001 **	0.038	0.001 **
Health Or Safety Risk															-0.103	0.001 **	0.070	0.001 **
Health In General																	-0.007	0.435
Sick Leave																		

4.2.6. Multivariable Regression Analysis of Job Satisfaction level among Professionals and Low skilled labour workers

Table 8 represent the Multivariable regression Logistic Regression Analysis of Job Satisfaction level among professionals and low skilled labour works was analysed by the respondent's work issues like type of company or organisation, years in company or organisation, working environment, work with PPEs, rotating tasks, work in group or team, emotional expressions, health or safety risk, health in general, sick leave, education or training, sources of income of household head.

Low Skilled labour workers that were in the public sector were over two times more likely to have job satisfaction (OR=2.518, $p<0.001$) than those that were in the private sector while those that were working for NGO were over five times more likely to have job satisfaction (OR=5.234 $p<0.001$) than the private sector.

Low skilled workers who have worked ,any years of working in the company or organisation between the age range of 31 to 60 years were more likely to have job satisfaction (aOR=1, $p<0.001$) than those in the age range 0 to 20 years while that of the professionals were not significant.

Low skilled labour workers that were in the comfortable working environment were who said No were two times more likely to have job satisfaction (OR=2.827, $p<0.05$) while those who said DK/NO/Refusal were more likely to have job satisfaction (OR=0.247, $p<0.001$) than those who were in the age range of 0 to 20 years while the professionals were not significant.

Low skilled labour workers that work with PPEs who said No were more likely to have job satisfaction (OR=0.708, $p<0.05$) than those who said yes, while those who

DK/NO/Refusal were more likely to have job satisfaction ($OR=1.000, p<0.001$) than those who said yes and the professionals were not significant.

Low skilled labour workers who responded No to the Health or Safety risk were two times more likely to have job satisfaction ($OR=2.852, p<0.011$) than those who said yes.

Professionals who work in groups or team who said No were likely to have job satisfaction ($OR=0.57, p<0.001$) than those who said yes. Low skilled labour workers who also work in group or team were likely to have job satisfaction ($OR=0.668, p<0.05$) than those who said yes.

Low skilled labour workers who said No to guidelines to emotional expression of the company were likely to have job satisfaction ($OR=0.608, p<0.05$) than those who said yes and the professionals were not significant.

Low skilled labour workers who had issue with their health or safety risk and chose No were two times more likely to have job satisfaction ($OR=2.852, p<0.001$) than those whom chose yes and the professionals were not significant.

Low skilled labour workers who were health in general responded fair were likely to have job satisfaction ($OR=0.595, p<0.05$) than those who said yes while those who said bad were likely to have job satisfaction ($OR=0.247, p<0.001$) than those who said very good and the professionals were not significant.

Low skilled labour workers who said no to sick leave were likely to have job satisfaction ($OR=1.693, p<0.001$) than those who said yes. While those who said No sick were two times more likely to have job satisfaction ($OR=2.923, p<0.001$) than those who said yes and the professionals were not significant.

Table 8: Multivariable Regression Analysis of Job Satisfaction level among Professionals and Low Skilled Labour Workers

Variables	Indicator	Professional			Low skilled Labour		
		aOR	(95% CI)	p-value	aOR	(95% CI)	p-value
Type of company or Organisation	Private sector	1			1		
	Public sector	1.475	(1.198, 1.815)	0.001**	2.518	(1.875, 3.382)	0.001**
	Joint private-public org. or comp.	1.140	(0.612, 2.122)	0.680	2.015	(0.842, 4.818)	0.115
	Not-for-profit, NGO	0.877	(0.514, 1.496)	0.630	5.234	(1.517, 18.059)	0.05*
	Others/ DK/No Refusal	1.128	(0.000, -)	1.000	5.069	(0.513, 50.085)	0.165
Years in company or organisation?	0 – 20 years	1			1		
	21 – 30 years	1.210	(0.235, 2.352)	0.251	1.179	(0.757, 1.835)	0.466
	31 – 60 years & above	0.152	(1.204, 1.413)	1.001	0.247	(0.139, 0.438)	0.001**
Working Environment	Yes	1			1		
	No	0.998	(0.804, 0.804)	0.986	2.827	(1.058, 7.554)	0.05*

	DK/NA/Refusal	0.963	(0.140, 6.522)	0.963	1.000	(1.251, 3.863)	0.001**
Work with PPEs	Yes	1			1		
	No	0.972	(0.815, 1.158)	0.748	0.708	(0.514, 0.975)	0.05*
	DK/NO Refusal	0.359	(0.026, 4.959)	0.445	0.00	(0.00, 0.00)	1.000
Rotating Tasks	Yes	1			1		
	No	1.087	(0.844, 1.402)	0.518	0.962	(0.693, 1.334)	0.816
	DK/NA/Refusal	1.656	(0.181, 15.191)	0.655	1.266	(0.000, 0.000)	1.000
Work in Group or Team	Yes	1			1		
	No	0.570	(0.450, 0.724)	0.001**	0.668	(0.462, 0.965)	0.05*
	DK/NO opinion	1.002	(0.836, 1.200)	0.984	0.818	(0.641, 1.045)	0.109
	refusal	1.620	(0.313, 8.376)	0.565	3.430	(0.209, 56.189)	0.388
Emotional Expressions	Yes	1			1		
	No	1.021	(0.251, 1.401)	1.012	0.608	(0.443, 0.834)	0.05*
	DK/NA/Refusal	0.235	(1.231, 7.211)	0.142	0.985	(0.182, 5.328)	0.986

Health or safety risk	Yes	1			1		
	No	1.344	(1.027, 1.758)	0.310	2.852	(2.265, 3.591)	0.001**
	DK/NA/Refusal	0.797	(0.062, 10.277)	0.862	2.075	(0.127, 33.977)	0.609
Health in general	Very good	1			1		
	Good	0.298	(0.213, 0.834)	0.192	0.885	(0.549, 1.428)	0.617
	Fair	2.980	(0.1303, 4.673)	1.139	0.595	(0.368, 0.964)	0.05*
	Bad	1.231	(1.268, 8.481)	1.527	0.247	(0.139, 0.438)	0.001**
	Very bad	2.6.84	(0.029, 1.108)	0.200	0.459	(0.096, 2.186)	0.328
Sick leave	Yes	1			1		
	No	0.233	(0.631, 2.141)	0.322	1.693	(1.322, 2.167)	0.001**
	No sick	0.172	(0.821, 2.100)	1.83	2.923	(1.929, 4.430)	0.001**
	DK/NA/Refusal	0.705	(1.050, 1.427)	0.127	0.918	(0.144, 5.848)	0.928
Education or training	Lower than Secondary education	1			1		
	Community college	0.978	(0.777, 1.233)	0.853	0.662	(0.143, 3.061)	0.598

	University-undergraduate	1.286	(1.051, 1.574)	0.140	0.746	(0.177, 3.140)	0.690
	Graduate or above	1.148	(0.826, 1.574)	0.05*	0.430	(0.050, 3.683)	0.441
Sources of income of household head	Yes	1			1		
	No	1.232	(0.311, 1.284)	0.283	0.974	(0.765, 1.239)	0.828
	All equally	4.514	(0.199, 1.821)	1.351	1.075	(0.684, 1.690)	0.754
	DK/NA/Refusal	1.261	(0.762, 1.615)	2.287	0.276	(0.019, 3.986)	0.345

***: $p < 0.05$, **: $p < 0.001$**

CHAPTER FIVE: DISCUSSION

5.1 Characteristics

This survey was carried out in the Republic of Korea to determine the factors that can affect the job satisfaction of Professionals and Low Skilled Labour Workers.

Low Skilled labour workers that were in the public sector were over two times more likely to have job satisfaction (OR=2.518, $p<0.001$) than those that were in the private sector while those that were working for NGO were over five times more likely to have job satisfaction (OR=5.234 $p<0.01$) than the private sector. This means that professionals in the public sector are more satisfied than that of the private sector. This study suggests that younger employees in the private sector are excited, proud and satisfied with their jobs. As time passes however their excitement and satisfaction drops substantially perhaps because of the insecurity of their positions. As the Korean economy continues to struggle many some years ago, senior employees has to be forced to retire or are under pressure to move into peripheral positions. However job satisfaction seems to be consistent among different age groups of public employees and nonprofit employees which may reflect the static nature of these two sectors (Kwangho Jung et al, 2007). I agree with this study in the public sector there is no absolute job satisfaction as compare to the private sector.

Low skilled labour workers that were in the comfortable working environment were who said No were two times more likely to have job satisfaction (OR=2.827, $p<0.05$) while those who said DK/NO/Refusal were more likely to have job satisfaction (OR=0.247, $p<0.001$) than those who were in the age range of 0 to 20 years while the professionals were not significant.

This study examined the comfortable working environment for creativity at a large high-technology firm before, during, and after a major reducing. Most creativity-supporting

aspects of the perceived work environment declined significantly during the downsizing but increased modestly later; the opposite pattern was observed for creativity-undermining aspects. Stimulants and obstacles to creativity in the work environment mediated the effects of downsizing. These results suggest ways in which theories of organizational creativity can be expanded and ways in which the negative effects of downsizing might be avoided or alleviated. (Teresa M. & Regina 1999). This article makes it clear that even though the significant number of employees who chose refusal, whether there has been some changes in their work environment over the last three years or not, affirm that most professionals and Low Skilled labour workers in Korea really consider the changes in the work environment which has the tendencies of affecting their immediate working. The comfortable working environment is another source of motivation that leads to job satisfaction. If the working environment is human friendly workers of both professionals and low skilled labour workers will enjoy the positive aspect like new technology in enhancing the effectiveness and efficiency of their work and when it is negative it rather causes job dissatisfaction. Dissatisfaction causes negative attitude towards work and the environment, everything concerning the work becomes unimportant to the employee in the company or organisation.

Low skilled labour workers that work with PPEs who said No were more likely to have job satisfaction ($OR=0.708$, $p<0.05$) than those who said yes, while those who DK/NO/Refusal were more likely to have job satisfaction ($OR=1.000$, $p<0.001$) than those who said yes and the professionals were not significant. According to Syed Ammad et al, vol. 63 (2020), PPE is defined as an equipment that protects workers against safety risks at work. The PPE's main aim is to minimize the exposure of workers when the engineering and administrative control measures are not possible or effective to reduce the risk to the level. The risk for workers especially the low skilled labour workers and some professionals when it comes to accident especially in the industrial and construction industry from falling objects from the top and slippery floors and other things we can think

of. Ideally you cannot work in a factory or construction firm and you will not require PPEs as a low skilled labour worker or a professional. When the worker is wearing PPE while working it motivates and ends up giving job satisfaction. The latest report from the department of occupational Health and Safety, Ministry of Human Resources, investigated that the main occupational accidents number in Table 3, the manufacturing industries main concentration are the Non-permanent disabilities (NPD) and a small fraction is the fatalities, but as we can observe in the construction industry the part of NPD and PD is either less. However, regardless of the main focus on the number of deaths on the worksite, the ratio is maximum in all the occupational accidents. The number of deaths spotted in the construction site is the largest of about 81 deaths until October 2018 as a result of non-wearing of PPEs during working time. The least number of fatalities can be seen by the commonly operated sectors such as Utilities (Syed Ammad et al, 2020).

Low skilled labour workers who responded No to the Health or Safety risk were two times more likely to have job satisfaction ($OR=2.852$ $p<0.011$) than those who said yes while the professionals were not significant. Risk or safety of every employee or worker is the most vital and important in human life, but when it is compromised the tendency of the employee being satisfied will be very low because of the high risk of them to be hurt during work. According to Jean Christophe Le Coze, “Safety as strategy” (2019) based on the literature, the paper proposes measures to minimize age-related risks and increase awareness. These measures should be designed and adopted at the early stages of working life and continue until retirement. By reducing risk factors of employees, the rate of occupational accidents may be decreased, thus saving costs for employers, health system and insurance costs, while simultaneously facilitating a healthier employee’s health or safety for the working-age population. The paper tries to tell employers that safety of employees is a strategy that CEOs and employers must adopt to ensure the safety and health of their employees in the day to day working activities.

Also, according to Wikipedia, Team or group work is the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way. This

concept is seen within the greater framework of a team, which is a group of interdependent individuals who work together towards a common goal. The four key characteristics of a team include a shared goal, interdependence, boundedness and stability, the ability to manage their own work and internal process, and operate in a bigger social system. Professionals who work in groups or team who said No were likely to have job satisfaction (OR=0.57, $p<0.001$) than those who said yes. Low skilled labour workers who also work in group or team were likely to have job satisfaction (OR=0.668, $p<0.05$) than those who said yes. Even though this study disagrees the positive impact of team or group work can help achieve with regards to both professionals and low skilled labour workers, in general team or group work help to achieve positive results.

Low skilled labour workers who said No to guidelines to emotional expression of the company were likely to have job satisfaction (OR=0.608, $p<0.05$) than those who said yes and the professionals where not significant. In every organisation there are mostly protocols or guidelines that help employers and employees to communicate fluently without any hindrance and there must be flow of communication among workers in the organisation to help achieve success. Job protocols or guidelines helps the employees to know their way out in other to be satisfied with the environment they find themselves, without proper guidelines the employee is left at the middle of issues and it can lead to job dissatisfaction. Moreover, Low skilled labour workers who were in health in general responded fair were likely to have job satisfaction (OR=0.595, $p<0.05$) than those who said very good while those who said bad were likely to have job satisfaction (OR=0.247, $p<0.001$) than those who said very good and the professionals where not significant. Those who responded fair were significant than those who responded very good, this is as a results of more low skilled labour workers are being negatively affected by the kind of work they are engaged in which is affecting their health in general which is coursing job dissatisfaction. Here job satisfaction has to do with their health and must be a priority of the employees.

Lastly, Low skilled labour workers who said no to sick leave were likely to have job satisfaction (OR=1.693, $p<0.001$) than those who said yes. While those who said No sick

were two times more likely to have job satisfaction (OR= 2.923, $p<0.001$) than those who said yes and the professionals were not significant. This makes it clear that clear that most low skilled labour workers work without any sick leave, even when they are sick they are not given sick leave for treatment of themselves. This means their work is more of daily wage basis which when the employee did not go to work he/she forfeit his earning for the day or hours of work. This courses job dissatisfaction for the employers. The professionals response for no sick was significant because most professionals work does not involve energetic or hard work whiles low skilled labour workers work involve the use of the physical body and energy so the rate at which a low skilled labour worker can fall sick as a result of the work is very high.

5.2 Limitations of the Study

As in other researches, this research has its own limitations as well. One of the limitations of this study is that this study only focuses on the job satisfaction of the Professionals and Low skilled labour workers, which is made up of Equipment machinery operator and assembly worker and simple labour workers of employees within an organization in Korea. So, the result of this study might not be applicable to the job satisfaction professionals and low skilled labour workers only. In other words, the findings of this study are only applicable within the category of these two groups and do not represent the job satisfaction of all organizations in Korea. The other limitation of the study is that the study only focuses on the professionals and low skilled labour workers employees. So, this result is not applicable to the employees of other jobs such as administrators, engineer and semi-professionals, office workers, service workers, sales workers, agriculture, forestry and fisheries industry skilled workers and so on which was used in the original CWCS 2017. So, the individuals who refer to this study have to be aware that the participant of the present study is on the professionals and Low skilled labour workers working in Korea. Also, another limitation of the study the categorization of the data at hand. The data was

already categorized and made it difficult to score some of the variables for personal running of the data. Also due to that finding t-test was a challenge and for that matter t-test was not computed for using the data, which was part of the general objective and the research question asked.

Finally, the professional category was very broad and made it very difficult to know their specifics. This means that the professionals' group spectrum was large and the categorization was not specific, putting medical researcher and pastor in one category does not make things clear. In terms of comparison there are vast difference between a medical researcher and a pastor, accountant and expert investigator, nursing teacher and nutritionist which all these professionals should not be classified under one category.

CHAPTER SIX: CONCLUSION AND RECOMMENDATION

6.1 Conclusion

Job satisfaction is regarded to be a significant factor, especially concerning the employees within the working environment of the Republic of South Korea. Professionals and Low Skilled Labour who possess higher levels of job satisfaction are less likely to be absent from work, they are less likely to leave their jobs, are more productive, resourceful and diligent, more than likely to display organizational commitment and they are more likely to be satisfied with their lives.

Job satisfaction involves multifaceted number of variables, circumstances, situations, viewpoints and behavioural tendencies.

The study concludes that education or training broadens opportunities for career progression and helps to boost the provision and quality of employees. Education or training of staff provided diverse advantages to companies love less production errors, increased productiveness, reduced turnover and improved safety and training and education helped the company to increase a learning environment, which can enhance a better organizational culture.

From the study majority of the Low skilled labour workers had education or training lower than secondary education and in Korea, most organisation both private, public, joint-public-private and Not-for-profit organisation need people with understanding and they consider people with lower than secondary education as people who may not be productive and helpful to the output of the organisation and company. Most organisation don't want to incur extra cost in training of its staff to do the right thing than to minimize cost and employ people with high knowledge and fast understanding of the system they are

operating.

Self-development training inflated job satisfaction. Education helped to boost amendment management by increasing the understanding and involvement of staff in change management process to a good extent. Training opportunities, career progression, induction and orientation and training policy affected job satisfaction. Training facilitates enhance change management by increasing the know-how and involvement of employees in change management procedure. Employee development is thus a key detail for advanced organizational performance; it increases the extent of individual and organizational competences. It helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance (Cole, 2005).

In order to develop job satisfaction, it is vital for the employees to give meaning to their work, employees should always perform their work duties with wholehearted enthusiasm and interest, whether they are employed in part time jobs or full time jobs, public sector, private sector or NGO. Within one's job, there are number of areas that in some cases arouse job dissatisfaction, but the individuals are required to develop positive feelings and bring about effective solutions to all kinds of problems and difficulties. Job satisfaction is a complicated number of dependent and independent variables, circumstances, situations, viewpoints and behavioural tendencies.

6.2 Recommendation

When you compare the satisfaction level among the professionals and low skilled labour workers. The type of company makes impact in the job satisfaction among the professionals group and low skilled labour workers group. This is because, some company or organisation priorities professionals than low skilled labour workers, due to the concept of

the company, for example in the banking sector professionals are more needed than low skilled labour workers because it has to do with new ideas and critical thinking. In this study the public sector company workers job satisfaction level is higher than that of the private sector workers. I will recommend that private sector should beef up its game by looking at what it should do to help its employees and not to centre itself in only the output and the profit. Under low skilled labour workers provision of PPEs, provision of more equipment to enhance their work, motivation, also scaling of the salary level and should consider equity.

Again, organisations should put in place proper guidelines for employees to communicate and expressing of their emotions when the need arises. From the study majority of the low skilled labour workers do not have any knowledge on how to express their emotions when they encounter any change in the course of work. I strongly recommend that things should be explained and written on the company notice board and even there should be a seminar or meeting to explain to the all employees the channels one has to go through to express one self. They can organise a midyear or annual staff durbar to teach employees the processes and channels they can use when they are in any challenge in the work place.

There should be health measures to help employees to work hard. This can be done by ensuring all employers ensure their employees or workers for national health insurance scheme for them to be more secured about their health. Most employees who are unable to take care of their health are mostly the low skilled labour workers because of their conditions of service and benefits and this can help in job satisfaction of the employee.

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