

Examining the Factors of Korean Coast Guard officer Job Satisfaction: The Role of Family Harmony

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Abstract

Majority of the police officer job satisfaction research in the field of Criminal Justice began with an examination of demographic factors. As the research progressed, job satisfaction research has expanded to work-related factors to predict job satisfaction. Although work-related factors have benefited the job satisfaction research tremendously, further examination of job satisfaction is needed. Hence, the current study focuses on familial factors as a predictor of job satisfaction. Are officers with happier and more harmonious family have higher levels of job satisfaction? To answer this, we examine Korean Coast Guard police officers and their job satisfaction levels. In brief, the results indicate that work-related factors such as work condition, work unsafety, organizational cohesion, and work pride were significant predictors of job satisfaction. Most importantly, the familial factors such as the amount of family conversation, general relationship with family members, and family-work conflict were significant predictors of job satisfaction.

Key Words

Job Satisfaction, Korean Coast Guard officers, Family harmony, Family-Work Conflict

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INTRODUCTION

Police work environment has been one of the most stressful, violent, and overworked occupations. These negative work environments can have a negative impact that can lead to cynicism and low levels of job satisfaction (Crank & Caldero, 1991; Blum, 2000). Furthermore, research has found sufficient connection between low levels of job satisfaction and burnout rate (Gerhart, 1990) and low organizational commitment (Mathieu & Zajac, 1990). For that reason, job satisfaction research in policing is vital to investigate.

Job satisfaction has been studied extensively in numerous fields for past decades. Seminal job satisfaction research such as Maslow (1943), Herzberg (1968), and Locke (1969) have laid the groundwork for the scholars who followed to examine job satisfaction in various fields. Scholars from criminal justice have also extensively examined police job satisfaction and have added knowledge to the field. In doing so, prior studies have divided the determinants, or factors, of police job satisfaction into two categories: 1) Demographic factors and 2) Work-Related factors (Zhao et al. 1999; Carlan, 2007; Nalla et al. 2011; Johnson, 2012). Although the topic of police job satisfaction has been extensively examined in the past, it is safe to assume the majority of the research were based on western countries and their police officers.

Unfortunately, a handful of research on Korean police officers' job satisfaction has been examined. Although multiple Korean and other scholars have inspected job satisfaction of Korean Police officers, none has looked at Korean Coastguard police officers. Additionally, although both police officers and coastguard police officers undergo a tremendous amount of job risk and other stressors, Korean Coastguard police officers face much more job risk compared to Korean police because of the threat of violent human trafficker and pirates. Moreover, due to coastguard police officer's job characteristics, they are much more alienated from the society and from their families since they have to spend months at a time on ships due to their job. Furthermore, none of the literature that examined Korean police officers' job satisfaction have examined the familial factors that may influence the officers' job satisfaction and a limited number of western police job satisfaction literature (Howard, Donofrio & Boles, 2004) has investigated familial factors and its impact on police job satisfaction. Hence, a brief summary of what each research examined within the limited number of Korean Police job satisfaction literature is provided.

Lee (2002) inspected the influence of stress and its impact on police sergeants in Korea. The study examined whether job stress as a mediator had any influence on the external and internal factors of the organization had any impact on job satisfaction. Hwang (2008) assessed the determinants of job satisfaction of Korean police officers. Specifically, He examined whether officers had different job satisfaction levels based on the size of the city the officer worked. Jo & Hoover (2012) examined sources of job satisfaction among Korean police officers. Their study looked at the usual demographic and work-related factors but added officer duty types and its influence on job satisfaction. Kang & Nalla (2011) and Nalla & Kang (2012) examined perceived citizen cooperation, organizational climate and other factors such as perceived citizen support. Yun, Hwang & Lynch (2015) examined police stressors, job satisfaction, burnout, and turnover intentions of Korean Police officers. Finally, Jo & Shim (2015) inspected determinants of Korean police officers' job satisfaction. They specifically focused on the aspect of whether community factors had any influence on job satisfaction. As provided, a limited number of studies examined Korean police officer job satisfaction. Most importantly, no research has yet to explore the factors of job satisfaction for the Korean coast guard police officers. Additionally, police officer job satisfaction research can be broadened tremendously by examining familial factors and its impact on job satisfaction of the Korean coast guard police.

Family factors and its influence is an important aspect of job satisfaction that has not been deeply studied in the field of Criminal Justice. The negative consequences of the disruption of familial harmony are related to increased turnover intentions, parental distress and reduced job satisfaction, organizational commitment, and family satisfaction (Rathi & Barath, 2013). Collectively, the current study attempt to broaden the scope of examination beyond demographic and work-related factors. Police job satisfaction research in both Western and Asian cultures did not examine the concept of family harmony (familial factors) as a factor that influences officer job satisfaction. Fields other than Criminal Justice, such as hospitality business (Choi & Kim, 2012), education (Netemeyer, Boles & McMurrian, 1996) and probation and parole (Boles, Howard & Donofrio, 2001), and other private sector research fields, have already applied the concept of influence of family factors to job satisfaction. Then, there is no reason not to apply family harmony factors to officer job satisfaction. Therefore, the current study adds to the knowledge of Criminal Justice field in two ways: 1) by examining Demographic and Work-Related factors of job satisfaction of Korean Coast Guard officers and 2) most importantly, the current study examines the influence of familial factors of job satisfaction. Simply put, does having a happy and harmonized

family have any influence on the job satisfaction of Korean Coastguard police officers?

Prior to reviewing the literature, clarifying the definition of job satisfaction is vital. Locke (1976) argued that satisfaction is an emotion and an intangible concept. Thus, it could only be explored by self-diagnosis of the content. Hence, Locke (1976) defines job satisfaction as “pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (p. 1300). He also adds that job satisfaction is due to the discrepancies between the employee’s expectation of the job and the reality of the job (Locke, 1976). Then, the question is, how do Demographic and Work-Related factors influence job satisfaction?

Demographic Factors

Numerous studies have examined the influence of Demographic factors on job satisfaction. Majority of research that took interest in the Demographic factors of job satisfaction focused on gender, race, age, rank, years of service and educational level to explain job satisfaction (Jo & Hoover, 2011); however, these studies either found weak or inconsistent relationships (Zhao et al., 1999; Carlan, 2007; Miller, Mire & Kim, 2009). For example, While Zhao et al. (1999) and Bennett (1997) concluded that gender was not a significant factor that influences job satisfaction; Buzawa (1984) concluded gender was a significant factor in job satisfaction. Similarly, while Zhao et al. (1999) found lower levels of job satisfaction for African American officers, Buzawa et al. (1994) found higher levels of police job satisfaction for African American officers. As for the officers’ rank/length of service and its influence on job satisfaction, results are also not univocal. Studies have found the rank/length of service to have a curvilinear association to job satisfaction (Burke, 1989; Griffin et al., 1978). However, Zhao et al. (1999) found a negative association while Lee (2004) found no significant effect at all.

To add to the inconsistent trend of the demographic factors, education factor also suffers inconsistency. While Dantzker (1992) found an educational level to be positively associated with the level of job satisfaction; however, Griffin et al. (1978) and Zhao et al. (1999) found no effect. Furthermore, Jo & Hoover, (2011) concluded that, after reviewing 17 studies that examined demographic factors of job satisfaction, most of them turned out to have a non-significant effect on job satisfaction among police officers, excluding experience and rank. Finally, Zhao et al. (1999) concluded in their study that officer Demographic factors alone had little effect on explaining the variations in officer job satisfaction; however, they added that when complementing

the Demographic factors with Work-Related factors, their models were greatly improved. Collectively, prior studies have failed to have univocal conclusion whether Demographic factors alone such as race, age, gender, and rank do or do not have a significant effect on the outcome of job satisfaction of police officers. Thus, the focus of police officers' job satisfaction research has shifted to adding the Work-Related factors to improve its model to examine job satisfaction.

Work-Related Factors

Policing has been recognized as one of the most stressful jobs due to its inclusion of occupational and organizational stressors as an occupation (Paton & Violanti, 1999; Anshel, 2000). Due to this fact, police job satisfaction has been exposed to a tremendous amount of research. During this focused attention, Work-Related factors have received attention in social psychological research due to its importance in job satisfaction research (Cooper, Dewe & O'Driscoll, 2001). Due to Demographic factor variable's low to none explanatory power, recent research focus has shifted to Work-Related factors on police job satisfaction (Jo & Shim, 2015). Depending on the research, studies have used Work-Related factors of job satisfaction broadly. It may include the traditional Hackman & Oldham's (1975) five dimensions of job characteristics: 1) skill variety, 2) task identity, 3) task significance, 4) autonomy, and 5) feedback. However, scholars that followed added numerous additional Work-Related factors such as organizational characteristics that include job security, duty type, benefits, salary, supports from coworkers, supervisors, and job challenge (Zhao et al. 1999; Hwang, 2008; Miller et al. 2009; Nalla et al. 2011; Johnson, 2012; Nalla & Kang, 2012). Hence, the section that follows reviews the brief literature on Work-Related factors the current study examines.

Work safety is a crucial part of officers' job satisfaction. To be clear, safety is a vital emphasis for all humans. As Maslow (1943) asserted that safety needs come as a pivotal part of human needs right after physical and psychological needs. Thus, officers in the law enforcement, who put their lives at risk during duty, may feel the need of the organization to provide a safe working environment. A safe environment is defined by Gyeke (2005) as the expectation and the perception of the worker's feelings of safety in the organization. There have been studies that support the hypotheses that job satisfaction and organizational commitment increases when employees feel that their basic needs, safe working conditions, are met (Rhoades & Eisenberger, 2002). Hence, workers who put their lives at risk during duty will have

certain expectations of work safety. Then, if the workers are satisfied with the work safety of their jobs, more job satisfaction will follow.

Organizational support and subculture are also important factors in police officers' job satisfaction literature. Johnson (2012) asserts that when there is a perception of support for the individual, they are more likely to bond to the organization and increase the level of job satisfaction. Furthermore, bonds between workers will increase the level of job satisfaction (Johnson, 2012). That is, the more employees like each other, the more cohesive they become which in turn will increase job satisfaction. Hence, when officers are supported by their organization, or when the officers feel that they are supported by their organization, they are more likely to have higher levels of job satisfaction. In addition, when officers have high peer cohesiveness, they are more likely to commit to the organization and lead to higher job satisfaction.

Organizational commitment is another important Work-Related factor of job satisfaction. Organizational commitment is essential to job satisfaction since it may influence employees' loyalty to the organization and dedication to the organization (Lambert, 2003). Furthermore, organizational commitment has a positive correlation with Work-Related factors of job satisfaction (Meyer et al. 1989). Additionally, the factor that influenced organizational commitment was organizational support (Crow, Lee & Joo, 2012). That is, job satisfaction and organizational commitment are intertwined with one another. Vandenberg & Lance (1992) asserted that persons with high job satisfaction cultivate more commitment to the organization. Furthermore, Schimidt (2006) concluded that individuals with higher organizational commitment were less affected by work stress and had the lower intention of leaving work. Hence, employees who felt the support from their organization were more likely to have a higher organizational commitment that led to higher levels of job satisfaction. Although being committed solely to the organization may be a good thing in the views of the employer, having work-family balance may actually be beneficial for both employer and the employee.

Familial Factors

The familial factor is a vital part of job satisfaction study. Although not often introduced in the Criminal Justice field, other private sector research such as nursing, hospitality business, management and more have studied the relationship between the family to work and its influence on job satisfaction. Especially for Korean culture,

due to its roots from Confucianism, Koreans believe the family lives are as important as work lives (Choi & Kim, 2012). Based on Confucianism, Koreans view that when the home environment is harmonious, all else in life goes well, including work (Kang, 2004). As such, for Korean employers, private or public sector, familial harmony is very important as a culture.

Evidence of how important family harmony is to Korean society is provided. Based on the Confucian beliefs, Korean employers use a variety of family-friendly benefits to appease the workers to raise job satisfaction. For example, Korean workers are entitled to have 15-25 paid leaves based on their tenure (Labor Standard Act); employees can take sick leaves even to take care of their family (Equal Employment and Work-Life Balance Protection Act); parents can take childcare leaves up to one year; paid maternity leave is provided for the mother for 90 days who is giving birth; providing subsidies for the childcare cost; subsidized family event costs are provided for marriage, parents' 60th and 70th birthdays, or when their family member pass away; providing housing subsidies to help home ownership and more (Kang, 2013). These family-friendly benefits show how much emphasis the Korean culture has on family harmony. There are some family-friendly benefits aimed to increase family harmony but these benefits may not be enough to positively impact the job satisfaction of officers.

Studies outside of the field of criminal justice have applied various types of familial factors to job satisfaction. For example, based on the scarcity perspective of family-work relationship, which assumes each individual has a limited amount of time and energy to spend, individuals ultimately undergo a conflict of allocating time to family or work (Lee, Chang & Kim, 2011). Similarly, role theory also assumes that work and family roles are the product of expectations of others and what is assumed or perceived to be the right behavior for a particular position; and both work and family domains both require roles where individuals are expected to upkeep those expectations, if not a conflict occurs (Khan, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Fathers or mothers are expected to behave in a certain way at home and at work. If this expectation is not met, a conflict of role occurs. This in turn may have a negative effect on either family, work or both.

Numerous studies have concluded that family to work conflict have a negative impact on job satisfaction, family satisfaction, and well-being (Karatepe & Sokmen, 2006; Beutell, 2010). That is, if a person enriches family life, he or she will also perform better at work (Karatepe & Kilic, 2009; Choi & Kim, 2012). Then, looking at the opposite spectrum of this idea, if a person's family harmony is disrupted, it also may have an adverse impact on work satisfaction. Hence, if an officer has a

harmonious home, he or she may have higher levels of job satisfaction. On the other hand, if an officer has a disruptive family, he or she may have lower levels of job satisfaction due to lack of support by family.

Family components are important for satisfaction in general since they are the primary source of support. When workers have social support and emotional support by their family member, it helps reduce job-related stress, and strains such as job dissatisfaction and workload dissatisfaction (Kwok, Chen & Wong, 2015). However, other research has noted that family supportive supervision may need to be accompanied by the perception of organizational support towards family to significantly influence job satisfaction. For example, when employees perceive that their work environment is family supportive, it has been researched that they experience less family-work conflict (Allen, 2001). Furthermore, when workers feel more comfortable devoting their time and energy to their family without any negative career consequences, individuals will devote more time to the job due to their raised job commitment. Hence, family support and the family itself is an important factor that may influence the levels of officer job satisfaction.

Collectively, the relationships between familial factors and job satisfaction have not been consistent (Zhao, Qu & Ghiselli, 2011). Even though empirical evidence of family harmony (familial factor) and job satisfaction failed to achieve univocal conclusion, it may be a pivotal stepping-stone to enrich the knowledge in criminal justice research. Furthermore, a limited number of research that focuses on familial factors and its impact on the job satisfaction of police exist (Howard, Donofrio & Boles, 2004; Rathi & Barath, 2013; Singh & Nayak, 2015). Not only that, the limited number of criminal justice studies that does examine familial factors, used samples from Indian officers (Rathi & Barath, 2013; Singh & Nayak, 2015) and American officers (Howard, Donofrio & Boles, 2004). Howard et al. (2004) concluded that work-family conflict had a negative impact on the officers' job satisfaction while family-work conflict did not show any significance. Singh & Nayak (2015) concluded that stress mediated the relationship between work-family conflict and satisfaction. However, they did not examine family-work conflict and its impact on job satisfaction. Finally, Rathi & Barath (2013) concluded that both work-family conflict and family-work conflict had a negative impact on police job satisfaction. Furthermore, they added that social support was a major moderator of the relationship between work-family conflict and family-work conflict with family satisfaction.

Current Study

Overall, the concept of a familial factor has been widely used in other fields than criminal justice. However, the limited studies that used familial factors within the realm of police job satisfaction do not have coinciding results. Hence, the current study focuses on the impact of familial factors on job satisfaction. Accordingly, the current study examines the Demographic, Work-Related factors of the Korean Coast Guard police officer's job satisfaction as the basis of the study. Most importantly, we aim to examine whether family harmony (familial factor) factor has any impact on the job satisfaction of the Korean Coast Guard police officers. Thus, the current study hypothesizes:

- 1) Officers with satisfied work condition, organizational cohesion, and work pride will have higher levels of job satisfaction.
- 2) Officers with cynical views of their work unsafety will have lower levels of satisfaction
- 3) Officers with harmonious family (better relationship with family members and higher levels of communication) will have higher levels of satisfaction
- 4) Officers who perceive higher levels of family work conflict will have lower levels of job satisfaction

METHODS

Data & Sampling

Data for this study was drawn from the survey for “The welfare Status and Strengthening Strategies of Korea National Coast Guards”, directed and conducted by Lee and his colleagues in 2013. Since all Coast Guard police officers, 10,646 as of 2013, 8,463 officers were asked to participate in the survey, except for 2,183 combat police officers who were serving their mandatory military service obligations. Of those 8,463 regular coast guard officers, 4,850 officers (57.3%) were actually participated in and answered to this Internet-based survey. Even though non-randomized, it is believed that both big sample size (4,850) and participation rate (57.3%) would well represent the total population (N=3,676). From this sample, the current study excluded any data with missing values. Thus, the final sample used in this study was (N= 2,405).

Table 1. Description of Study Variables

Variable	Description
<i>Dependent</i>	
Job Satisfaction	An additive index of three items. Measured on a five-point Likert scale: one being Strongly disagree and five being Strongly agree.
<i>Demographic</i>	
Gender	Measured by: Male=0 and Female=1
Age	Measured by how old respondents are (e.g. 30 years old=30)
Rank	Measured by a scale: 1 to 8 in ascending order: 1= lowest rank and 8 highest rank.
Education	Measured by: 1 to 4 ascending scale. 1= Less than high school, 2= Community college, 3= College, 4= Graduate degree.
<i>Work-Related</i>	
Work Condition	An additive index of four items. Measured on a five-point Likert scale: 1 being Very Unsatisfied and 5 being Very Satisfied.
Work Unsafety	An additive index of two items. Measured on five points Likert scale: 1 being Strongly agree and five being Strongly disagree.
Organizational Cohesion	An additive index of three items. Measured on five points Likert scale: one being Strongly disagree and 5 Strongly agree.
Work Pride	An additive index of three items. Measured on a five-point Likert Scale: one being Strongly disagreed and 5 Strongly agreeing.
<i>Family Harmony</i>	
Family Relation	An additive index of five items. Measured on a five-point Likert scale: 1 being Very Unsatisfied and 5 being Very Satisfied.
Family Conversation	An additive index of two items. Measured on a five-point Likert scale: 1= No conversation, 2= Less than 30 minutes, 3= 30min~1hour, 4= 1~2 hours, 5= More than 2 hours.
Family-Work Conflict	An additive index of four items. Measured on a five-point Likert scale: 1 being Strongly agree and 5 Strongly disagree.

Measures of Variables

For all measures in the study, the measures are adapted from “The welfare Status and Strengthening Strategies of Korea National Coast Guards”, directed and conducted by Lee and his colleagues in 2013. After assessing the factor loading scores and the alpha levels, factor loadings all above .60 and alpha levels over 70, the current study utilized the scales that are described below. As provided above in Table 1, the majority of the scales were an additive index that used Likert scales from 1 to

5. Furthermore, when individuals encountered questions they cannot answer, such as questions about significant other or children, they skipped through the questions. Additionally, all measurements, excluding work unsafety and family work conflict, were re-coded so that lower scores represented negative attitudes and higher scores represented positive attitudes. Furthermore, all measurements included in the study were assessed with principal component analysis (PCA) to see the clustering of the measurement items. Results of the factor loadings and alpha coefficients are provided below in Table 2.

General Job Satisfaction Scale

Three items measured the outcome variable (DV), Overall Job Satisfaction,: 1) I am committed to my job beyond what it asks of me, 2) I am proud of my job, and 3) Even if I get an offer far better than my current job, I plan on staying. The reliability analysis showed the composite measure of job satisfaction of the Korean Coast Guards had a Cronbach's alpha level of ($\alpha = .78$). Rather than using numerous items to artificially inflate the alpha scores (Cortina, 1993), the current study concluded three items measure with higher average inter-item correlation score was better for the job satisfaction scale. Details of the outcome variable will be provided below in Table 2.

Work-related Factors of Job Satisfaction Measures

Work-Related factors were measured in similar ways. First, Work Condition was an additive scale of four items. 1) Work content satisfaction, 2) Department assignment satisfaction, 3) Department relocation satisfaction, and 4) Working hours satisfaction with a Cronbach's alpha ($\alpha = .76$). Second, *Work Unsafety* was an additive index of two items: 1) possibility of physical harm at work, and 2) My work is more dangerous compared to the majority of other normal work. Two items had a high level of Cronbach's alpha ($\alpha = .93$). Third, Organizational Cohesion was measured with three items: 1) Organization is like an extension of my family, 2) Co-workers share things with one another, and 3) Workers have high organizational commitment. These three items of organizational cohesion had a Cronbach's alpha level ($\alpha = .84$). Fourth, Work Pride was measured with three items: 1) I have very much interest in my job, 2) I am proud that my job helps others, and 3) I am proud that my job is beneficial to the society. These three items had a Cronbach's alpha level ($\alpha = .75$). More details regarding the Work-Related factors will be provided below in Table 2.

Familial Factors of Job Satisfaction Measures

For the concept of Family harmony, four factors were assessed: 1) family relationship, 2) level of family conversations, and 3) Family work conflict. The goal of these constructs was to assess how harmonious an officers' family was. First, Family Relationship consisted of five items: 1) relationship with significant other, 2) relationship with children, 3) relationship with parents, 4) relationship with significant others' parents, and 5) Overall family relationship. Items showed high Cronbach's alpha level ($\alpha = .90$). The five-point Likert scale measured whether individuals were satisfied with the relationship of their family. Hence, the scale consisted of 1) Very unsatisfied, 2) Unsatisfied, 3) Neutral, 4) Satisfied, and 5) Very satisfied.

Second, two items measured Family Conversation levels: 1) time spent conversing with significant other, and 2) time spent conversing with children. Two items had high Cronbach's alpha level ($\alpha = .86$). The answer options were 1) No conversation a week, 2) Less than 30 minutes a week, 3) 30 minutes to 1 hour a week, 4) one to two hours a week, and 5) more than 2 hours a week. Third, *Family Work Conflict* was measured with four items: 1) Too much work hours impacts family lifestyle, 2) Inconsistent work hours impacts family lifestyle, 3) Thought about leaving work due to lack of child education time because of too much work, and 4) Had debates or verbal fights with significant other due to work. The Cronbach's alpha level was moderately high ($\alpha = .79$). Details of the Family harmony factors are provided below in Table 2.

Demographic factors of Job Satisfaction

For the Demographic factors of job satisfaction, the usual suspects: gender, age, rank, and education level, were included. The current study excluded race since Korea is a very homogenous country in terms of race/ethnicity. Gender was measured 1=male and 2=female. Age was measured numerically (21 years old, 40 years old, etc.). Rank was measured with a scale: 1 to 8 in ascending order: 1 being the lowest rank and 8 being the highest rank. Education was measured by 1 to 4 ascending scale. 1= Less than high school, 2= Community college, 3= College, 4= Graduate degree.

RESULTS

Descriptive Statistics & Correlation

The descriptive statistics in Table 2 provides a general idea of the data and the variables that were examined in the current study. This information includes the minimum and maximum of the variables, the mean score and the standard deviation of the variables the current study examines. As noted above, the current data excluded all missing values which resulted in the total count of (N= 2,405). In Table 3, bivariate correlation among all variables are provided. No alarmingly high correlation was found.

Table 2. Variable Descriptive Statistics (N= 2,405)

Variable	N	Min	Max	Mean	Std. D
<i>Dependent</i>					
Job Satisfaction (3 items; $\alpha=.78$)	3356	3	15	9.73	2.31
<i>Demographic Variables</i>					
Gender	3145	0	1	.03	0.17
Age	2909	26	60	44.27	8.85
Rank	3176	1	8	3.96	1.30
Education	3143	1	4	2.40	0.79
<i>Work-Related Scales</i>					
Work Condition Satisfaction (4 items; $\alpha=.76$)	3311	4	20	11.95	2.69
Work Unsafety (2 items; $\alpha=.93$)	3370	2	10	7.51	1.96
Organizational Cohesion (3 items; $\alpha=.84$)	3380	3	15	8.39	2.28
Work Pride (3 items; $\alpha=.75$)	3350	3	15	10.24	1.95
<i>Family Harmony Scales</i>					
Family Relationship (5 items; $\alpha=.90$)	3360	5	25	21.22	3.65
Family Conversation (2 items; $\alpha=.86$)	3264	2	10	5.49	1.72
Family-Work Conflict (4 items; $\alpha=.79$)	3357	4	20	13.74	3.18

Table 3. Bivariate Correlation Matrix (N=2,405)

	1	2	3	4	5	6	7	8	9	10	11	12
1. Job Satisfaction	1											
2. Work Condition	.41**	1										
3. Work Unsafety	.02	.07**	1									
4. Org Cohesion	.53**	.36**	.07**	1								
5. Work Pride	.72**	.39**	.22**	.56**	1							
6. Fam Relation	-.12**	-.21**	.22**	-.15**	-.21**	1						
7. Fam Converse	.11**	.02	-.33**	-.04*	.05**	-.35**	1					
8. FamWorkCon	-.38**	-.41**	.15**	-.35**	-.41**	.37**	-.19**	1				
9. Gender	-.04*	-.01	-.09**	-.03	-.03	.08**	.02	.01	1			
10. Age	.23**	.20**	.04*	.33**	.25**	-.11**	-.35**	-.33**	-.14**	1		
11. Rank	.09**	.19**	.03	.19**	.19**	-.22**	-.24**	-.27**	-.16*	.72**	1	
12. Edu Level	-.14**	-.13**	-.02	-.13**	-.17**	.11**	.12**	.36**	.02	-.56**	-.39**	1

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

OLS Regression

Table 4 shows the results of three separate models of OLS regression estimation. The purpose of the three models is to show the change of impact each factor have after being controlled. Thus, Model 1 only includes the demographic factors and its impact on job satisfaction. Model 2 includes both demographic factors and work-related factors and its impact on job satisfaction. Model 3 provides the result of the full model with all demographics, work-related, and family harmony factors and its impact on job satisfaction. Furthermore, for all three models, there were no issues with collinearity. The VIF values of the independent variables all ranged from 1.06 to 3.41, which are well below the conservative threshold of 5.0 (Johnson, 2012).

Table 4. Ordinary Least Squares Regression on Officer Job Satisfaction (N=2405)

	Model 1				Model 2				Model 3			
	β	p	Coef (SE)	VIF	β	p	Coef (SE)	VIF	β	p	Coef (SE)	VIF
Demographic												
Gender	.02	.471	.25(.30)	1.03	.03	.372	-.41(.20)	1.04	-.04	.841	-.55(.19)	1.05
Age	.16	.000	.04(.01)	3.04	.05	.002	.02(.01)	3.15	.04	.024	.01(.01)	3.58
Rank	-.01	.595	-.03(.05)	2.36	-.11	.001	-.20(.04)	2.38	-.05	.478	-.09(.04)	2.54
Education	-.14	.000	-.44(.07)	1.55	-.07	.000	-.20(.05)	1.58	-.05	.023	-.16(.05)	1.67
Work-Related												
Work Cond					.17	.000	.14(.01)	1.73	.15	.006	.13(.01)	2.06
Work Unsafe					-.13	.000	-.16(.02)	1.16	-.12	.000	-.14(.02)	2.03
Org Cohesion					.06	.000	.07(.02)	2.00	.08	.000	.09(.02)	1.97
Work Pride					.64	.000	.77(.02)	1.75	.63	.000	.75(.02)	1.32
Family Var												
Fam Relation									.19	.000	.12(.01)	1.51
Fam Converse									.10	.000	.13(.02)	1.75
Family-Work									-.08	.000	-.06(.01)	2.11
Conflict												
f-Value		.000				.000				.000		
R2		.07				.60				.62		
Adjusted-R2		.06				.52				.54		

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

As provided in Table 4, Model 1, with only the demographic factors, explained 7% of the variance observed ($R\text{-squared} = .07$). Results of model 1 indicate that Age and Education level measure was a significant indicator of Coastguard police officers' job satisfaction. Officers with more age tended to be satisfied with their job and officers with higher levels of education level were less satisfied with their job. Overall results of Model 1 seems to agree with prior research and their conclusions in regards to the demographic factors and its impact on job satisfaction.

Work-related Factors and Its Impact on Job Satisfaction

Results of Model 2 in Table 4 shows the impact of demographics and work-related factors on job satisfaction. To increase model strength, work-related factors were added. Model 2 provides the OLS result of demographic factors and work-related factors. In model 2, the observed variance increased to 59% ($R\text{-Square} = .60$). In model 2, demographic factors: Age ($\beta = .05$), Rank ($\beta = -.11$), and Education level ($\beta = -.07$) all showed statistically significant relationship with Job satisfaction except gender. Rank and Education level had a negative impact on the level of job satisfaction.

The important part of model 2 was the work-related factors. With model 2 explaining 60% of the observed variance, work condition ($\beta = .17$), work unsafety ($\beta = -.13$), organizational cohesion ($\beta = .06$), and work pride ($\beta = .64$) all had significant impact on the coast guard's job satisfaction. Officers who were satisfied with their working conditions were more likely to be satisfied with their job. Officers who showed more concern for their work unsafety had lower levels of job satisfaction. Officers with higher organizational cohesion were more satisfied with their job. The strongest predictor of all, officers who had higher levels of work pride had higher levels of job satisfaction. Supporting hypothesis 1, officers with higher levels of work condition, work pride, and organizational cohesion levels will have higher levels of job satisfaction; and hypothesis 2, officers with more concern for their work unsafety will have lower levels of job satisfaction.

Family Harmony Factors and Its Impact on Job Satisfaction

Finally, to investigate our main hypothesis of whether the harmonious family has any influence on the officers' job satisfaction, Model 3 provides results of all three facets of demographics, work-related and family harmony factors in one model to improve model strength. Model 3 explained 62% of the observed variance ($R\text{-squared} = .62$) and results seem to be in anticipated directions. However it is important to note that the variance explained only increased by 2% from model 2 to model 3. Which may also mean that familial factors may be statistically predicting job satisfaction, it may not be strong predictor of job satisfaction due to its small coefficients and small variance explained.

OLS results of model 3 were similar to model 2 in terms of the demographic factors and work-related factors. Similar to model 2, age ($\beta = .04$), and education

($\beta = -.05$) only were predictors of job satisfaction. In terms of work-related factors in Model 3, all four facets: work condition ($\beta = .15$), work unsafety ($\beta = -.12$), organizational cohesion ($\beta = .08$) and work pride ($\beta = .63$) had statistically significant impact on officer's job satisfaction. In terms of Familial factors in Model 3, as predicted in our hypothesis 3 and 4, Family relationship ($\beta = .19$), Family conversation ($\beta = .10$), and Family-Work conflict ($\beta = -.08$) had statistical significance. As we hypothesized, officers with a good family relationship and officers with more conversations among family members were more likely to have higher job satisfaction. Also as hypothesized (H4), officers who had higher levels of family-work conflict had lower levels of job satisfaction. Here, it is important to note that family-work conflict was negatively coded. Thus, it explains the negative coefficient of family-work conflict predictor.

DISCUSSION

Summary of Findings

The primary aim of the current study was to examine the job satisfaction of Korean Coast Guards. Specifically, whether or not familial factors (i.e. having a harmonious family) have any influence on the levels of job satisfaction. In doing so, this study contributes to research in this area by examining the importance of family harmony on Korean Coastguard police officer job satisfaction. The addition of family harmony to the research of officer job satisfaction has not been assessed yet. Thus, the current study augments the literature of officer job satisfaction by examining the gap (i.e., familial factors). Therefore, the discussion of the study results provided above is needed

As anticipated in our hypotheses, work condition, organizational cohesion, and work pride all had a statistically significant impact on our dependent measure job satisfaction. Concurrent with the literature and its emphasis on the importance of work-related factors in job satisfaction challenge (Zhao et al. 1999; Hwang, 2008; Miller et al. 2009; Nalla et al. 2011; Johnson, 2012; Nalla & Kang, 2012), the current study also revealed that officers who were more satisfied with their working conditions had higher levels of job satisfaction. The result for organizational cohesion or commitment also coincided with the literature as well (Meyer et al.,

1989; Lambert, 2003; Schmidt, 2006; Crow, Lee & Joo, 2012). Concurrent with the literature and support to our hypotheses, organizational cohesion variable also had statistical significance with the anticipated direction where officers more cohesive to the organization had higher levels of job satisfaction. Supportive to our hypotheses, officers who had higher levels of pride in their work had higher levels of job satisfaction, this was concurrent with the literature where officers who felt more pride in their job or organization had higher levels of job satisfaction (Griffin, Hogan, Lambert, Tucker-Gail, & Baker, 2010). Finally, similar to the literature (Coman & Evans, 1988, 1991; Duckworth, 1987), and as our hypothesis predicted, work unsafety variable also concurred with the literature. That is, when officers felt more concern for their workplace unsafety, they reported less job satisfaction.

The OLS results from our familial factors suggest that officers who generally had good relationships with their family members were more likely to have higher levels of job satisfaction. Similarly, officers who conversed more with their family member tended to have higher levels of job satisfaction. These two facets of family harmony could be interpreted as support from family. A positive relationship with family members and bidirectional communication could likely lead to family support for the officers. Hence, this positive support system may have a positive impact on the officers' job satisfaction levels. Contrastingly, when officers felt that their work was interfering with their family well-being, they had lower levels of job satisfaction.

The main focus of the current study, familial factors of officer job satisfaction are discussed. As provided above in the result section, we found three factors that were statistically significant. First, officers with good family relationship yielded higher levels of job satisfaction. Second, officers who had more conversation with their family members had higher levels of job satisfaction. Lastly, officers who felt more family-work conflict had lower levels of job satisfaction. These findings answer our main hypotheses of this study. Officers with more harmonious family, good relationship with members of the family and communicating with them, had higher levels of job satisfaction. We may cautiously present a possible linkage between officer job satisfaction and the impact of the supportive family. Having a positive family relationship with its members may indicate supportive family which may lead to higher levels of job satisfaction. Contrastingly, officers that had more family-work conflict yielded lower levels of job satisfaction. Officers with family work conflict may have lower levels of job satisfaction due to the lack of family support that stems from a positive relationship with its family members.

Limitations, Future Research

The present study has examined the role of familial factors and its impact on the Korean Coast Guard's job satisfaction. Although three scales were used to measure the construct of family harmony, general family relationship, family conversation, and family work conflict, numerous other factors may also measure family harmony. That is, we cannot be definitive in terms of claiming that our three scales accurately measure family harmony construct with 100% confidence. Hence, future research may help to solidify the construct of family harmony by assessing the construct validity via concurrent, convergent or divergent validity testing. Additionally, generalizability may be a concern, since the current study uses data that are not randomly sampled. If possible, future research should attempt to use random sampling to enhance the generalizability of the study. Furthermore, the current study only assessed three items to measure the outcome variable, job satisfaction. Since there can be multiple methods of measuring the construct of job satisfaction, we cannot adamantly state that our measure of job satisfaction is the only and best way of measuring it. Additionally, it is advised that future research may inspect the factors of family harmony and its impact on job satisfaction more exhaustively. As aforementioned, the field of criminal justice has yet to explore the factors of family harmony and its impact on job satisfaction of law enforcement officers. However, with our initial assessment, there seems more to be explored in terms of how and what factors of family harmony can influence law enforcement officer's job satisfaction.

Policy Implications

Although employers may not be able to directly make officers' family happy, they may be able to indirectly appease the family through family-friendly policies. In doing so, it may increase officers' job satisfaction regardless of Western or Asian culture since the family is important to all types of culture and people. Hence, family harmony factor may be a universal factor that may influence job satisfaction. Based on the findings of this study, policies should focus on providing supportive programs to indirectly influence the officers' family. For example, free family counseling services to aid the relationships among family members such as couple's therapy. Other policies such as time providing safety measures, for those officers who are concerned with their occupational hazard, can lead to more satisfied Coast Guard officers.

As such, policies that boost's the officers' confidence of their work safety such as improved safety equipment, medical (both mental and physical) support programs, and internal or external funds that promises to take care of one's family in the event of the officers' death on duty.

More policies that may reduce the work family conflict may be restricting work hours to only 52 hours maximum per week would improve family-work conflict. When officers have to spend more time at work rather than at home, it does put a burden on the officer's relationship with the family members. Overall, no policies can directly improve the family relationship of officers. However, it may indirectly improve the relationship among the family members of the officers. For example, to ensure more time with the family, a department may have policies that can help officers to spend more family time such as monthly family gathering events to help officers to spend more time with their family. Department can provide counseling to help officers figure out how they can communicate more and better with their family members. In doing so, the department would hope to increase officers' job satisfaction by influencing the level of communication of the officer and their family members to solidify the family support system an officer need in order to increase job satisfaction levels. The main goal of a policy should focus on trying to make officers happier in their household. This may be a challenging objective since happiness is a vague construct but may deliver more satisfied officers with higher work productivity and reduce burnout or job turnover rates.

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