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**RECRUITMENT AND HUMAN RESOURCE
MANAGEMENT OF PUBLIC OFFICERS IN KOREAN
LOCAL GOVERNMENTS LOCATED AT ISLANDS AND
ISOLATED AREAS**

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ABSTRACT

This study primarily aimed to explore what local governments particularly located at islands and isolated areas usually suffer from various types of difficulties related to recruitment and human resource management of public officers. Furthermore, this research tried to provide a variety of alternatives and suggestions to address such problems which are specialized for public agencies and officers at islands and isolated areas. To address, this study conducted suitable and applicable research methods including literature review, analysis of law and institution regarding recruitment and human resource management for local governments, and in-depth interviews of public officers who are primarily responsible for managing personnel and organizations. The main findings and practical implications of this research were as follows: 1) improvement of the career competitive recruitment test system, 2) suggestions to resolve difficulties in hiring new civil servants, 3) suggestions to reduce the number of civil servants moving-out, 4) suggestions to expand recruitment of local civil servants, 5) improvement plans for preferential work experience in remote areas.

Keywords: *Islands/Isolated Areas, Recruitment, Open Competition Appointment, Careers' Competition Appointment, Personnel Exchange*

INTRODUCTION

The total number of current employees of local governments in Korea is steadily increasing. In addition, the total number of new hires, including open competitive appointments and career competitive appointments for local public officials, also increased continuously. Nevertheless, local governments in islands and remote areas, which have relatively poor working and living conditions, have serious problems in hiring and managing local public officials, and it is urgently required to prepare measures for improvement. As a starting point for the study, the major issues derived from this study in relation to the recruitment of civil servants in islands and remote areas can be summarized as follows.

First, local governments in islands and remote areas face difficulties in recruiting new civil servants every year. First of all, due to the refusal to apply for civil servants to remote islands and remote areas, the competition rate and the level of acceptance for civil servants in the region are relatively low compared to those in urban areas. The reason for the occurrence of vacancies in the island/remote areas in the case of new hires is probably because the application rate for civil servants is low compared to other areas, but due to the phenomenon of avoiding application of excellent talents, they are rejected from the final recruitment for reasons such as errors in the open competitive recruitment test. The high ratio is also an important factor.

Second, the imbalance in personnel exchange between local governments is acting as an important obstacle for local governments in islands and remote areas to stably provide high-quality administrative services to residents. The fundamental purpose of the exchange of civil servants between local governments is to promote the stable allocation of manpower among local governments and the balanced development of local administration, the organizational purpose of promoting the cooperation system between governments, the development of comprehensive work performance of public officials, and the It can be classified for personal purposes, such as the placement of the hometown. However, the positive effects obtained from the personnel exchanges between local governments listed above can be achieved when a balance between the size of moving out and moving in is a premise (Han and Jung 2013).

However, in the case of metropolitan governments, the size of move-in is larger than the size of move-out, and in the case of local governments, the size of move-out is larger than the size of move-in. In other words, the imbalance in the exchange of civil servants between local governments continues to appear, and negative effects are being observed. In the case of local governments, where the scale of moving out is significantly and consistently lower than that of moving in, there is a job vacancy, an increase in the workload of the remaining manpower, an increase in administrative costs in hiring and training new manpower, and administrative responses due to low work skills. Various and complex problems are being produced, such as immaturity, organizational commitment and morale of members, and unnecessary conflicts within or between organizations (Jung, Nam, and Han 2013). In particular, in the case of local governments in islands and remote areas, the problems and damage caused by this imbalance in personnel exchanges between local governments are more serious, and it is urgent to prepare fundamental countermeasures.

Third, there is a discussion that it is necessary to find various ways to hire talented people from remote islands and remote areas as civil servants of the relevant local government. According to the logic that the recruitment of civil servants from the local area should be expanded, civil servants from the local area have a stronger affinity for the local area, have a deeper understanding of administrative issues, and have a higher level of commitment to the organization than those from non-local areas. As the desire to relocate to the local government is relatively low, positive expected effects such as maintaining long-term tenure can be expected. In addition, institutional and managerial efforts to expand opportunities for local talents to advance into public office and at the same time reduce the entry of non-related people can contribute to resolving the problems produced by the imbalance in the scale of relocation and entry of civil servants in islands and remote areas. In other words, through the preparation of various local civil servant recruitment systems, more talented local talents from remote islands and remote areas are hired as local civil servants, and at the same time, autonomy

in the recruitment of local government officials so that they can effectively respond to regional characteristics and administrative demands. and elasticity need to be improved.

Based on these awareness and discussion, the main purpose of this study is to in-depth analysis of problems and major issues related to the recruitment and personnel management of civil servants in islands and remote areas, and to improve the local civil service recruitment system and overall personnel management. in order to explore it in various ways. Considering that the existing studies on personnel management in remote islands were mainly conducted on the actual situation analysis, this study has a distinctive feature from the previous studies in that it can provide policy suggestions and practical implications in various aspects of personnel management in islands and remote areas.

SCOPE AND METHOD OF RESEARCH

Considering the ease and accessibility of data acquisition among islands and remote areas (special areas) in the Republic of Korea, this study mainly conducted nine local governments (Cheorwon-gun, Hwacheon-gun, Yanggu-gun, Inje-gun, Goseong-gun, Boryeong-si, Goheung-gun, Ulleung-gun, Namhae-gun). It was set as a research subject.

For this study, a literature study, a survey of public officials in charge of personnel and organization, and interviews with academic experts were conducted.

First, literature research was largely divided into law and system analysis and prior research review. In the legal and institutional analysis, the local civil servant recruitment system was analyzed through the Local Public Officials Act and the local public official appointment ordinance, and the main contents and issues of the local civil servant recruitment system through the review of previous studies, and the imbalance of personnel exchange between local governments problems were analyzed. Second, through questionnaire surveys, interview surveys, and in-depth interviews with academic experts for organizations and personnel in charge of local governments in 9 islands and remote regions, 1) detailed status of local public officials in the relevant local governments, 2) careers of local civil servants An in-depth analysis of the competitive recruitment examination system, 3) identification of problems and issues related to the recruitment of local public officials in islands and remote areas, and 4) ways to improve and expand the recruitment of local public officials in islands and remote areas were derived.

LITERATURE REVIEW

Current status and issues of local public official recruitment system

General discussion of local public official recruitment

The local civil service recruitment system is divided into an open competitive recruitment test and a career competitive appointment test. The Open Competitive Recruitment Examination is a method of hiring public officials through competitive examinations targeting an unspecified number of people based on the objective of ensuring equal employment opportunities and recruiting excellent talents. On the other hand, the career competitive recruitment test is a method of hiring civil servants through competition among specific candidates who meet the set requirements when it is difficult to smoothly recruit due to the open competitive examination.

According to Article 27, Paragraph 2 of the Local Public Officials Act, as for the conditions of competitive employment, if any of the following reasons are met, multiple persons who fall under the same reason may be hired through competitive recruitment. 13 reasons for career recruitment of local public officials: 1) Re-appointment of retired people, 2) Holders of qualifications, 3) Those with research and work experience, 4) Those who have graduated from special schools, and those who have completed practical training at a national institution or local government, 5) 1 Grade civil servant, 6) Those who are expected to work in a special job field, work environment, or special area, 7) Appoint a national position to a local position, 8) Those who have received a recommendation from the principal among high school, junior college, and college graduates in the

business, entertainment, and private academia, 9) Those with work and research experience in special fields such as science and technology, 10) Those who have completed apprenticeship or graduated as a scholarship student, 11) Those who are fluent in foreign languages, 12) Recruitment of Korean paper from residents of their hometowns and certain areas, and 13) Permission for naturalization It stipulates those who have acquired Korean nationality.

Choi, Kim, and Oh (2011) discuss the characteristics, advantages and disadvantages, and improvement directions of open competitive and career competitive recruitment based on a perception survey conducted on local public officials. While open competitive recruitment has advantages in terms of fairness, such as providing equal opportunities for employment in public offices, the poor infrastructure in charge of city and provincial recruitment tasks, lack of expertise and validity in recruitment tests, and regional characteristics and changes It was pointed out that there is a limitation in hiring human resources suitable for the administrative needs of the government. On the other hand, career competitive recruitment has the advantage of hiring excellent talents who meet the characteristics and requirements of local governments through a relatively simple procedure, but concerns about the fairness and objectivity of the recruitment process limit the activation and diversification of the system implementation.

Kwon, Jin, and Kim (2016) found the overall problem of local civil service recruitment largely in 1) the open competitive recruitment test method centered on the written test that evaluates knowledge, 2) a significant proportion of open competitive recruitment among new hires, and 3) exam subjects and recruitment methods. It was pointed out as excessive uniformity in the field, and 4) a closed recruitment method in the designation and operation of open positions. As an improvement plan, 1) expansion of the implementation of the competitive recruitment system, 2) operation of an open position system suitable for the characteristics and conditions of local governments and expansion of the rank of open positions, and 3) diversification in recruitment methods and procedures were suggested.

In addition, there are studies discussing improvement measures for the written test subject during the civil service recruitment exam (Kim and Hwang 2016) and studies discussing the improvement measures of the special recruitment system using the Food and Drug Administration as an example (Jin 2011), but Studies that have discussed in-depth about the civil service recruitment system and personnel management measures for local governments, especially islands and remote regions, are not being actively conducted.

Contents and issues of the career competitive examination system

Among the 13 requirements of the aforementioned competitive career recruitment test, No. 6 (those who are expected to work in a special job field, work environment, or special area) are directly or indirectly related to the hiring and personnel management of civil servants in special areas such as islands and remote areas, No. 10 (those who have completed apprenticeship service or graduated as a scholarship student), and No. 12 (Hanji employment by residents of related areas and certain areas).

Regarding the career recruitment system for local civil servants, Kwon et al. (2016) conducted a study on the improvement of the civil service recruitment system in the island region targeting the personnel and organization officials of 10 local governments belonging to the Beautiful Island Development Council of Korea. As one of the improvement proposals suggested in the study, it is revealed that the overall diversification and activation of the career competitive recruitment system to recruit local talents from islands is necessary. In particular, among the 13 requirements of the career competitive appointment test, the method of hiring people who live in a related area or a certain area as local civil servants, that is, the usefulness of paragraph 12 (Hanji Recruitment) A high level of awareness was found in the study.

However, he emphasized the need to supplement detailed systems to improve the examination system, such as the standard operating rules for the Korean paper recruitment system, in order to secure the fairness of the

recruitment process and the professionalism of the manpower. In addition, in the case of an island region, where it is difficult to recruit new local public officials, based on Article 25-4 of the Local Public Officials Act, the appointment authority selects excellent talents in the technical field and provides them with apprenticeship work for a period of up to three years. It was suggested that the method of hiring general public officials in the technical field through evaluation, that is, actively using No. 10 out of 13 requirements for the career competitive recruitment examination.

In a similar vein, the Korean Association for Local Autonomy (2013) is discussing the following improvements in recruitment and personnel management of local government officials including island regions. First, in order to efficiently respond to the administrative demands of special regions such as islands and to provide stable administrative services, it is necessary to reduce the rate of open competitive recruitment examinations and expand the rate of career competitive examinations. Second, it is necessary to diversify the hiring methods and procedures for civil servants in consideration of the regional characteristics and administrative conditions of the island. Third, it should be preceded by facilitating mutual dispatch-type personnel exchanges with island regions and other local governments and providing concrete and practical incentives to dispatched civil servants, such as expansion of allowances for special work sites and additional performance points.

Recently, if we look at the current status of each local government's career competitive hiring requirements, it can be seen that a significant portion of career hiring is concentrated on specific 3-4 requirements. In other words, among the 13 requirements, most of the local government career competitive recruitments are No. 2 (certificate holders), No. 3 (those with work/research experience), No. 7 (movement from national to local), and No. 8 (special department graduates) is limited. In other words, among the requirements of the career competitive examination related to the recruitment of civil servants in areas where it is difficult to hire local civil servants, such as islands and remote areas, No. 6 (special job environment or expected to work in a special area), No. 10 (probationary service performer or scholarship recipient), and the number of civil servants appointed through No. 12 (residents in related areas, Hanji employment) suggests that the number of civil servants is very low. Therefore, by diversifying the distribution of recruitment according to the requirements of the Career Competitive Recruitment Test, system improvement and system improvement that can solve difficulties such as difficulties in hiring new civil servants in islands and remote areas, vacancies due to the increase in the number of transferees, and recruitment of local talents, etc.

Main issues and challenges of local governments in recruitment of local public officials

Written questions and interviews were conducted on the most serious problems and difficulties encountered in recruiting local public officials from organizational and HR practitioners in 9 islands and remote local governments, which are the target regions of this study, and the following issues were derived with great importance.

First, difficulties in recruiting excellent manpower.

Second, it is difficult to hire talented people in a timely manner when vacancies occur.

Third, when it is necessary to hire a lawyer or labor consultant who requires expertise, there are few applicants due to the limitations of regional specificity.

Fourth, for the purpose of passing the civil service exam, there are many applicants from other regions other than those from the region who have moved in undercover or have used the registration criteria irrelevant to their actual residence.

Fifth, most of the civil servants in other regions make efforts to transfer by mobilizing all means, methods, and human resources after their appointment, and this work behavior hinders the working atmosphere of the organization and aggravates the chronic difficulties in manpower management.

Sixth, most of them are filled by hiring a small number of local test takers or from outside the district due to the absence of human resources.

Seventh, the number of young and competent civil servants who wish to transfer to a city/province or higher-level institution where promotion is relatively easy is increasing due to severe conflicts due to personnel backlog.

Current status and issues of civil servant movement between local governments

The fundamental purpose of personnel exchange between local governments contains positive effects at both the organizational level and the individual level, and this is possible only when the scale of moving in and out is balanced between local governments. However, as discussed above, when looking at the current status of civil servants moving in and out of local governments (personnel exchanges) over the past five years, it was analyzed that the scale of move-outs in Si, Gun-Gu was always larger than the move-in scale, and the move-out scale of cities and provinces was always smaller than the move-in scale. In particular, according to the current situation analyzed by local governments in islands and remote areas in this study, in the case of islands and remote areas, there is an extreme imbalance between the moving-in and moving-out workers, which is a serious problem in hiring and managing public officials. This proves that the negative effects of personnel exchanges persist.

Han and Jeong (2013) explain the desire to move out of public officials who wish to move out by classifying them into several types. First, it is the type of desire to move out to move to one's hometown as a homecoming type. Second, as a family life type, it is a type of desire to move out for parental care and marriage. Third, it is a type of desire to move out to live in an area with a better living environment as an urban area type. Fourth, as a promotion type, it is a type of desire to move out to enter a higher-level institution (city/province), where there are relatively many opportunities for promotion from a lower-level institution (si/gun/gu). Finally, it is a type of desire to move to an area or institution to relieve the burden of work as a work reduction type. Among these types of moving-out desires, the home-type and urban-local types were analyzed to have the highest moving-out desires (Han and Jung 2013).

In addition, Han and Jung (2013) discuss the following three factors as a mechanism for amplifying the desire to transfer public officials. First, although there are restrictions on the place of residence in the recruitment of local public officials, it is a structure in which non-related persons can enter public office positions in non-related local governments through methods such as relocation to islands or remote areas where there is less competition for civil servant recruitment. Second, it is a structure that solves the problem of vacancies within the provincial government, which is a higher-level institution, or hires 8th and 9th grade civil servants, who are lower-ranking civil servants with proven abilities, as experienced workers. Third, there is a marked imbalance between urban and non-urban living environments and working conditions. As a policy alternative to this, in particular, non-urban municipalities in Si/Gun areas need to design a structure for expanding the recruitment of excellent local talent, and it is necessary to strengthen the regulations restricting the appointment of unrelated people as public officials. It is suggested that a cooperative personnel exchange system between cities and counties should be prepared (Han and Jung 2013).

In a similar vein, the Korean Association for Local Autonomy (2013) conducted a survey on the perceptions of local government officials regarding dispatch to an island area. First, the reasons for not wanting to be dispatched to the island region were investigated in the following order: poor living conditions in the working area, problems with children's education, and concerns about disadvantages in personnel management. Conversely, the reasons for wishing to be dispatched to the island region were in the following order: expectations for personnel incentives, willingness to volunteer in the island region, and expectations for a new living environment. Next, the measures necessary to activate dispatch to the island region were analyzed in the order of expansion of personnel incentives, monetary compensation, and the individuality of the working environment in the working area. The results of this survey on public officials' perceptions can have useful

policy implications for seeking ways to solve the seriousness of civil servant recruitment and personnel management problems in islands and remote local governments, where the scale of moving out is much greater than that of civil servants moving in.

RECRUITMENT AND IMPROVEMENT OF PERSONNEL MANAGEMENT OF LOCAL PUBLIC OFFICIALS IN ISLANDS AND REMOTE AREAS

In order to derive a plan for hiring local public officials and improving overall personnel management in islands and remote areas, this study conducted a two-month questionnaire survey and an interview survey focusing on the following items for organizational and personnel practitioners of 9 local governments in remote islands and remote areas. was performed. In-depth interviews with academic experts were conducted separately. The opinions derived from this are as follows: 1) improvement of the career competitive recruitment test system, 2) suggestions to resolve difficulties in hiring new civil servants, 3) suggestions to reduce the number of civil servants moving-out, 4) suggestions to expand recruitment of local civil servants, 5) improvement plans for preferential work experience in remote areas.

Improvement of the career competitive recruitment test system

First, among the requirements for the competitive career recruitment examination under Article 27 of the Local Public Officials Act, the scope of the examination that does not target multiple persons with the scope of recruitment in Nos. 6 (for those who are expected to work in a special job field or in a special area) and No. 12 (Hanji Recruitment) It may be necessary to improve the recruitment system by including it in the According to Article 27-2 of the current Local Public Officials Act, among the 13 requirements for the career competitive appointment examination, among the cases falling under any one of Nos. 1, 3, 4, 5, 7, and 10 In cases prescribed by Presidential Decree because it is not appropriate to conduct an examination for a large number of people, it is stipulated that public officials may be appointed through an examination that does not target a large number of persons. Based on this, No. 6 and No. 12 were included in the scope of the test that did not target a large number of people, so that excellent human resources, especially those from the local area, were autonomously selected according to the circumstances and conditions of local governments in islands and remote areas. There is a need to improve the system that can be filled by public office.

Second, in the case of No. 6 and No. 12 of the career competitive appointment requirements, the expected appointment rank is limited to general rank 8 or lower (Article 17 of the Local Public Official Appointment Ordinance), but the expected appointment rank has been raised to increase the number of candidates who meet the requirements I need to widen it.

Third, in the case of No. 12, in order to maintain fairness and objectivity in the recruitment process, and at the same time to recruit professional manpower, the detailed and fair test system and regulations on appointment should be supplemented.

Fourth, when recruiting for specific job titles in islands and remote areas, it is often difficult to be hired only by open recruitment. It seems that fundamental system improvement is necessary to make this possible.

Fifth, it is necessary to improve the recruitment structure of experienced workers from cities and counties of metropolitan governments. If the current structure that absorbs 8th and 9th grade civil servants from Si / Guns within the province, which is a higher-level institution, continues, the problem of manpower outflow of Si / Guns will become more serious. It is a reality that the burden of additional costs required for such things is increasing more and more. In particular, local governments in islands and remote areas made regulations to limit the number of times to take the entrance exam to reduce the burden of new hires due to the outflow of experienced workers, to minimize the job vacancy, and to avoid assigning excessive work to the remaining manpower. Institutional improvement is needed. In addition, in order to reduce the damage caused by the extreme imbalance of personnel exchanges in islands and remote areas, it is necessary to establish a cooperative

personnel management and operation system so that one-on-one personnel exchanges with the provinces and cities and counties can take place.

Sixth, the real autonomy and empowerment of local governments for revitalizing career recruitment must be a prerequisite. The current structure, in which the Local Public Officials Act and the Local Public Officials Appointment Ordinance are institutionalized based on the National Public Officials Act, excessively restricts the authority of local governments to organize themselves and their personnel. Under this structure, it cannot be denied that it is very limited and impossible to improve the recruitment structure of civil servants in islands and remote areas and to design policy alternatives that can guarantee practical effects.

Therefore, considering the special circumstances such as the difficulty of new recruitment in islands and remote areas and the extreme imbalance between the transfer and entry of civil servants, when necessary manpower and administrative demands arise, various methods of career recruitment requirements are used to self-employ. It appears that local governments need autonomy and empowerment. In addition, for this purpose, overall support and cooperation from the Ministry of Government Administration and Home Affairs regarding the implementation and operation of the recruitment test will be required.

Suggestions to resolve difficulties in hiring new civil servants

First, it will be necessary to prepare a basis for recruiting competent human resources in a timely manner when a vacancy occurs in the local government through the use of the open recruitment system at any time.

Second, it is necessary to find various ways to hire local people who can live and work in the area for a long time, and furthermore, it seems necessary to discuss the mandatory hiring ratio of local civil servants.

Third, in the case of the current open competition test, the test is conducted after the demand survey in December of the previous year. case often occurs. As a countermeasure against this, it is necessary to review a plan to expand the open recruitment method to twice or more once a year, such as additionally conducting an open competition test in the second half of the year (mid October).

Fourth, for areas where it is difficult to smoothly recruit civil servants by local government due to regional limitations, such as islands and remote areas, a manpower pool can be formed at the central government or metropolitan level to support new manpower demand or vacancies in the remote areas. A review will be needed

Fifth, in the case of some minority series (librarians, medical technology, etc.) that are selected by limiting qualifications (certificates), if there are no test takers with qualifications in islands or remote areas, metropolitan governments are collectively selecting public officials from other regions It is being continuously employed. Therefore, in the case of local governments in special regions such as islands and remote areas, it seems necessary to relax the qualification requirements so that graduates of the relevant department can take the test rather than a certificate.

Suggestions to reduce the number of civil servants moving-out

First, there is a need to increase the current limit on transfers and transfers. In the case of islands and remote areas, the reality is that, after the current limit of transfer and transfer, most civil servants wish to transfer or transfer to other regions and prepare to apply for the examination. Due to this, the problem of vacancies in public officials frequently occurs, it becomes an obstacle to the smooth provision of administrative services, and various problems such as an increase in the workload of the remaining manpower, and additional costs of the organization due to the outflow of manpower are being produced. In order to solve this problem, the current restrictions on transfer of public bonds (3 years) and hard bonds (4 years) are voluntarily adapted to the characteristics and conditions of local governments with public bonds (5 years or more) and hard bonds (within 5-10 years). Discussions for improvement are continuously being proposed (Korean Association of Local Autonomy, 2013). In particular, in the case of new public officials who were appointed through the competitive

career examination, opinions were also drawn that mandatory regulations such as extending the legal transfer limit to a maximum of 10 years were needed.

Second, local governments should select and manage transferees based on objective standards and a fair evaluation system. In other words, we refrain from allowing unrestricted relocation to those who wish to move out who have reached the moving-out restriction period, and provide a more fair and rational human resource management system based on various and fair evaluation methods such as work experience and gender evaluation. conditions must be created.

Third, when applying for the transfer test to the central government or other local governments, it is necessary to prepare a reinforced procedure such as conducting a transfer test at the level of public employment. System improvement should be made to prevent reckless transfer by preparing a more stringent level of recruitment test regulations than the current transfer examinations are mostly conducted in the form of document screening and interview.

Fourth, the institutional conditions were established so that pure local talents could be recruited through the strengthening of regulations on residence restrictions and regular resident registration arrangements. Policy efforts are needed to alleviate difficulties.

Fifth, it is most urgent to come up with specific measures to improve employee welfare and living environment. For example, a significant increase in working pay in special areas, increase in welfare points, expansion of support for employee housing, improvement of local transportation conditions for easy access (in the case of island areas, more passenger ships), poor childcare and education environment, insufficient living infrastructure Fundamental improvement of factors impeding the quality of life in islands and remote areas, such as those in remote areas, needs to be preceded. In other words, it is judged that it is quite difficult to expect effective results from various policy measures for the local civil service recruitment system and personnel management unless the living environment level in the current special area is significantly improved.

Sixth, it appears that the promotion system of local governments, especially those in islands and remote areas, needs to be improved. Compared with central government departments and metropolitan governments, in the case of islands and remote areas, a severe backlog in promotion is pointed out as one of the main reasons for moving out. Therefore, in the case of special areas where civil servants have a severe shortage of manpower due to frequent transfers and difficulties in hiring new employees, it is necessary to improve the promotion system, including a plan to be promoted after a certain number of years have elapsed.

Suggestions to expand recruitment of local civil servants

The logic of expanding the appointment of local talents as local government officials can be summarized as follows. First of all, local public officials have a strong will to provide services to the public based on their high understanding and affection towards the region and its residents, which is likely to bring positive results in resolving administrative problems. In addition, they have a relatively higher will to serve for a long time than civil servants from other regions, which will stably perform organizational functions and reduce administrative costs caused by transfers.

On the contrary, the logic of avoiding the expansion of recruitment of local talents and expanding the recruitment of local talents to public offices can be summarized as follows. First of all, excessive expansion of recruitment of talents from local areas lowers the quality of administration due to exclusive regional protection, it is easy to produce a heterogeneous organizational culture with local residents and those from other regions, and is biased towards regional stability. It is easy to lead to negative consequences such as the formation of resistance to innovation. In addition, there is a need to expand the appointment of talented people from outside the region in order to strengthen the professionalism and competitiveness of local public officials.

Nevertheless, in the survey conducted on islands and remote areas in this study, there are many positive opinions about the recruitment of local talents to public offices, and there are many opinions that the method for hiring local talents should be expanded. The following opinions were derived as a policy plan for more active recruitment of local talents to the relevant local government.

First, in recruiting local public officials, it is necessary to find ways to expand the recruitment of local civil servants through various methods such as the school principal recommendation system, away from the excessive open recruitment method. In the case of open recruitment, it can be said that the evaluation of work ability or professionalism has been made because hiring is decided based on grade priority, but it is pointed out that there is a limitation in that qualities such as personality or empathy cannot be evaluated. Moreover, in the case of county-level self-governing bodies, especially in islands and remote areas, in many cases, it is necessary to listen to and empathize with the opinions of local residents and proceed with work, so the personality and empathy of public officials can be more important. Therefore, it is necessary to first establish a system that can evaluate the complex qualifications of candidates for public office appointments from local areas through the preparation of various types of career competitive recruitment examination methods.

Second, according to the current residency restrictions of the open recruitment test, if the total period of resident registration before the test announcement date is 3 years or more, the applicant is eligible to take the test. There will be a need for measures to strengthen the level of restrictions.

Third, the upward adjustment of the moving-out restriction period in islands and remote areas will be an incentive to increase the probability of actual long-term residence resources even if they are from a pure area or from another area, rather than a resource to take the civil service exam on the premise of moving out. can

Fourth, it is necessary to continuously expand the system of awarding scholarships to local high school students or local college students who meet the qualifications through the scholarship student system for public officials appointment candidates and appointing them as public officials of the relevant local government through a career competition test.

Fifth, institutional support such as the Civil Service Academy (Hwacheon-gun, Gangwon-do) operated by the local government itself and the efforts of local governments should be continued in order to help local talents advance into public office and to expand the recruitment of local civil servants.

Improvement plans for preferential work experience in remote areas

First, it is necessary to include public officials who have worked for a long time in islands and remote areas in the subject of special promotion and special promotion (Korean Association of Local Autonomy 2013). Based on Article 39-3 (Special Promotion of Excellent Public Officials, etc.) of the Local Public Officials Act, it is stipulated that special promotion may be appointed in the following cases

- 1) A person who serves as a role model for other public officials in maintaining fairness in the execution of public duties and realizing a clean public service society A person who has a clear track record in the development of administrative operation, such as saving money, 4) When a person with particularly outstanding achievements while in office retires honourably, 5) When a person with particularly prominent achievement while in service dies as a result of public service. In a similar vein, according to Article 38-4 (Special Promotion Appointment) of the Appointment Decree of Local Public Officials, the requirements for special promotion and appointment of public officials are specified. In addition, based on Article 15 (Special Promotion) of the Remuneration Regulations for Local Public Officials, the special promotion is confirmed as a special promotion for those who have contributed greatly to administrative development due to outstanding work performance or as a personnel privilege following the adoption and implementation of proposals under the relevant laws and regulations. It stipulates that, in the case of public officials who fall under those who have been appointed, the number 1 wage may be specially raised.

Therefore, by including public officials who have served for a long time in special areas such as islands and remote areas and are recognized for their outstanding contribution to regional administrative development, the desire for transfer of newly recruited civil servants is reduced. In other words, it is necessary to lay a foundation to provide clear incentives for promotion and promotion for long-term service.

Second, an active review is required on the increase of the special area work allowance suitable for the situation of the island/remote area. Based on Article 12 of the Regulations on Allowances for Local Public Officials, etc., special regional service allowances are paid to public officials who work in areas with inconvenient transportation and few cultural and educational facilities or in institutions with special working environments. However, the reality is that there is an unreasonably insufficient amount of pay for special work, which is paid at 60,000 won per month for special ranks, 50,000 won per month for Gap, 40,000 won per month for Eulji, and 30,000 won per month for Byeongji according to the classification.

As discussed above, the difficulties in hiring new local governments in remote islands and remote areas each year, incurring additional costs, and the outflow of experienced workers due to frequent relocation, additional expenses for education and training of new personnel, should be paid by workers in special areas. If the monetary reward is replaced with an upward cost, it is expected to bring positive results. In particular, it is necessary to significantly raise the current special area service allowance by grade so that it can serve as a practical incentive for excellent civil servants in island and remote local governments with relatively poor living and working conditions to serve for a long period of time. However, institutional efforts to minimize dissatisfaction with the classification of the local governments should be supported by reviewing the current grades of special regions based on more objective and reasonable standards.

CONCLUSION

Local governments in islands and remote areas of Korea are mass produced due to institutional and environmental limitations in recruiting new civil servants, especially in selecting excellent talents for public office, and the extreme imbalance in personnel exchanges between other local governments (moving out>> moving in) They are experiencing chronic problems related to public officials recruitment and personnel management, such as negative effects. Therefore, the main purpose of this study is to analyze in-depth the problems and major issues related to the recruitment of civil servants in islands and remote areas, and to seek various ways to improve the local civil service recruitment system and overall personnel management in this regard.

To this end, in this study, recruitment of civil servants in islands and remote areas was conducted through questionnaire surveys and interview surveys targeting public officials in charge of human resources and organization of local governments in 9 islands and remote areas, including literature research, and in-depth interview surveys with academic experts. and HR management improvement plans. As previously discussed, this study mainly consists of 1) improvement of the career competitive recruitment examination system, 2) resolving difficulties in hiring new civil servants, 3) reducing the number of civil servants moving out, 4) expanding the recruitment of local civil servants, 5) By categorizing them into improvement plans for preferential work experience in islands and remote areas, improvement plans and review alternatives were derived for each type.

As a limitation of this study, it can be pointed out that this study did not reach the level of deriving discriminatory alternatives reflecting the difference in environmental characteristics between islands and remote areas in deriving ways to improve local public officials' recruitment and personnel management. In addition, in the follow-up study, it is necessary to analyze the local governments in islands and remote areas on a larger scale than the nine local governments that were the subject of this study, and to draw up measures to improve the recruitment of local public officials and personnel management that reflect the unique characteristics of local governments.

Nevertheless, the contribution of this study to the development of human resources administration research and the practical administration of local organizations and public officials in charge of human resources, including suggestions for follow-up studies that can be expanded through this study, can be summarized as follows.

First, this study can contribute to the development of comprehensive administrative management research in islands and remote areas because, despite the fact that serious problems in personnel management operation, including the recruitment of civil servants in islands and remote areas, are being expressed, domestic studies related to this are insufficient. Second, through this study, it is possible to provide practical administrative management plans for stable manpower operation and administrative service response in islands and remote areas to practitioners in charge of local personnel and organizational administration. Third, as a follow-up study of this study, it is possible to try an expanded approach to human resources and organizational management research surrounding the recruitment of civil servants in local governments in population-decreased areas including islands and remote areas. Fourth, this study can serve as a starting point for analysis and comparative studies of various overseas cases related to the management of public officials in islands and remote areas. Finally, this study is a follow-up study in the development of human resources and organizational management research, such as analysis of differences in the behavior of civil servants from related and non-affiliated areas within the same organization, or a study on the behavior and culture of local civil servant organizations according to the extreme imbalance of the size of the civil servants moving in and out of the same organization. It suggests that studies are needed.

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