



## Change and Crisis: An Empirical Analysis of Effect of the Change of Local Government Leader on the Policy Process

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### ABSTRACT

The purpose of this paper is to examine how the change of the local government leader affects the policy process. This research was performed based on empirical analysis through theoretical research and questionnaire survey. The main research results are as follows. First, the change of local government leaders has a profound effect on the policy process. Second, the more frequently the local government leader was changed, the more the government officials' policy changes appeared. Third, the change in policy due to the change of the local government leader was felt stronger as the official level of the official was higher and the education level of the official was higher. Fourth, the more frequent the change of local government leaders, the more cases of major policy changes.

*Key words: local government, leader change, policy process, policy change, local autonomy*

### Introduction

As the local autonomy system began in earnest, residents are demanding that local officials become experts in multiplayer rather than simple public works. Then, what are the orders that residents want from civil servants? First, it is the role of the residents as a public servant. A public servant is a person who works for the residents. Therefore, civil servants should strive for the convenience of residents rather than administrative convenience. Second, it is the role of a counselor. Administration is a problem-solving process for people's lives. At the decision-making stage, government

officials must consider what is administrative for the residents and faithfully act as a counselor to resolve them. Third, it is a role as a public interest practitioner. Civil servants should work for the public good, the public good of the community. The pursuit of public interest by public officials is the standard and indicator of moral justification for all actions or policies. Fourth, it is a role as a leader in the development of local government. The development of local government means that the region is transformed into a more desirable state. In that sense, the role and expectations of civil servants as leaders and leaders of change are very high. In the early days of local autonomy, the administration monopolized the technical and management resources necessary

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Received: Apr. 20, 2020 / Revised: Apr. 29, 2020 / Accepted: Apr. 29, 2020

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for socio-economic transformation, and mobilized and invested resources necessary for the project. Therefore, civil servants were required to play an active role in the development and promotion of local governments, in addition to performing the traditional functions necessary for maintaining the legal order.

The purpose of this paper is to examine how the change of the local government leader affects the policy process. This is because the local government leader officially represents the local government, oversees the administrative agencies, and exerts a mighty authority to virtually determine the personnel affairs and promotions of public officials. In this paper, a survey was conducted for public officials in four cities and counties. The scope and subjects of the study are as follows. First, in the local elections, local and regional government leaders were randomly selected from four regions that were changed and those that were not changed, and targeted public officials in those regions. Second, it was limited to the effect of the change of the local government leader on the policy process of the local government. The survey targets were analyzed with 227 questionnaires that could be analyzed among 235 questionnaires, which were collected from 250 copies of the questionnaire for civil servants working in two cities and two counties.

## Theoretical Discussion

### Policy Process of Local Government

In this paper, we define administration as a complex concept of policy implementation and policy formation, science and technology, and meeting public needs and solving public problems. It is scoped by approaching from a balanced and integrated perspective. What is a policy? In general, the term policy used in everyday life refers to the 'action guide' selected by an individual or group. This is a very common-sense definition, but it shows well that in this concept, the essence of policy is in 'action'.

In this paper, the concept of policy is "a guide for future actions that local governments have deliberately chosen through formal political and administrative processes for goals and means for solving local problems and achieving public interest." The policy decided in close relationship with the daily life of the residents includes the following important factors (Han, 2002). First, policies have policy objectives. Although the content may not be obvious or visible, the policy in principle has a goal to be achieved through policy. Second, policy measures to achieve policy objectives are another component of policy. Third, even the details of policy

objectives and policy measures may be embodied in policies, but in principle, this is a phenomenon that occurs in the course of policy implementation. Fourth, the policy was decided by a prestigious local government and, in the normal case, officially declared.

These decisions are basically made by local policy makers. However, public officials do not make decisions on their own, but they constantly exchange feedback with various external participants, such as residents, interest groups, political parties, and the media, to make policy decisions. After all, the local policy-making process takes place in a dynamic interaction between these groups of official policy makers within the local government and outside interest-related groups (Lee, 2002: 129). And the content of the policy is decided according to the result of this interaction, and public decision is made on the issue of social value distribution (Lee, 2003: 343-344).

Given that government officials implement and shape policies to realize the purpose of local autonomy at an early stage, the local government's policy process is a very important variable in the development of local autonomy.

### Flow of Policy Process

Policies are the means of intervention by local governments to change systems, structures, cultures, values, norms, behaviors, and physical environments in one area of society. Therefore, the policy always carries forward the future because it involves coercion and is related to solving public problems and achieving goals.

If the central government's ability to plan and manage policies in the past was the driving force for social development, the autonomy and creativity of the private sector and the problem-solving ability of society as a whole are replacing them today.

Local government is no exception to this aspect. The relationship between local government and policy is also inseparable. The county, municipality, and metropolitan governments pursuing the public interest are usually divided into three areas: organization, personnel, and finance. However, for effective administration, it is necessary to manage the influence of each other collectively rather than thinking about the three fields separately. In particular, in order to cope with the rapid changes in the administrative environment due to globalization and informatization, local government administration requires an integrated function, and through policy realization, it must be possible to provide a rich life for residents. In addition, local government administration should be able to converge the needs of the residents as much as possible through the policy-forming process, seek the best alternative through scientific analysis methods, and realize the policy through the policy process.

Above all, local government administration should act as a value judgment to build a better community. In order to help residents live a happy life, it is necessary to present ideal directions in all fields such as society, environment, culture, and education, and when conflicts arise between groups and sectors, disputes must be made with proper value judgment.

As such, administration plays an important role not only in the survival and development of countries and regions, but also in our daily lives. When local government administration is interpreted as the concept of policy implementation and policy formation, the role of the local government leader has a profound effect on the policy process of the local government. And he brings the ability to draw ideas and solve problems at the collective level.

#### Policy Formulation

Policy formulation refers to a comprehensive process in which local governments choose future action guidelines to solve public problems. Policy groups within and outside the local government have suggested alternatives to resolve the issues, and the government will formulate the alternatives that it considers the most suitable among them. Policies are usually embodied in the form of laws, administrative orders, or rules. Securing legitimacy means securing the legitimacy of local governments from stakeholders in the policy.

Various laws and regulations and measures implemented by the government are specific products of policy formation. In Korea, the bureaucracy has relatively strong powers compared to other policy groups, so it has maintained a high degree of autonomy in policy formation and has maintained a somewhat closed policy process. This has also acted as a factor that weakens the legitimacy of policy. As society becomes democratized and the voice of citizens about the disclosure and participation of the policy process increases, policy formation will become a challenge as to how much legitimacy can be secured in the future.

#### Policy Making

The policy-making process and the decision-making process are often used interchangeably with the policy process. The policy-making process is widely used in three different ways. First, the policy decision process in a broad sense, which is used in the same way as the policy process. Setting the agenda to discuss policy issues can also be seen as the beginning of policy making. In addition, the policy implementation phase can be considered to be concretely determined through the implementation phase, since the activities that shape the content of the determined policy form the core.

Second, it is the cognitive process of decision making, that is, the decision making process. This means that the decision making process is synonymous with the decision making process, and it means the core cognitive or intellectual activities in which decision making is made in policy making. General decision-making is a decision made by humans not only to solve policy problems, but also to solve organizational management problems and personal problems. And the decision-making process mainly refers to the intellectual and cognitive procedures taken in this process.

Third, it is the political process of policy making. The decision-making process within the government refers to the process in which decisions are made between officially participating persons or institutions for policy-making (Han, 2002).

#### Policy Implementation

Policy implementation refers to the process of moving all policy measures devised to achieve the policy goal. The process of policy implementation can be subdivided into determining detailed guidelines first, securing and organizing resources necessary for implementation, and finally delivering policies (Yoo, 1997; Jeong, 2003). However, policy implementation should be viewed as a process of evolution with its own dynamics, rather than as a set of steps separated from each other. This means that only through policy implementation will policy objectives become clear and changed.

#### Policy Evaluation

Policy evaluation means evaluating, measuring, and evaluating the contents, implementation, and effects of policies. In general, policy evaluation is used to measure the ex post effects on the results of policy implementation, but it is understood that it provides solutions to broader solutions. The policy process has a cyclical nature, so the decision on the policy is specified through the business plan, and the achieved results are refluxed according to the evaluated information to establish the next business plan or policy. This ensures the consistency and rationality of administrative activities.

Policy evaluation is an essential step in the policy process. The objectives or values aimed at policy evaluation are summarized as follows. First, it measures the achievement of the policy objectives, second, the degree of satisfaction of the people's needs for the policy and the satisfaction of the people, and third, the provision of various information for rational policy decisions.

## Relationship between the Change of Local Government Leader and the policy process

If the local government leader is changed, the basic goal to promote regional development is the same, but the idea of realizing it in the methodology and presenting a future vision can be done in a different way from the local government leader. have. At the same time as the election, the new local government leader proposes a new policy based on various commitments made during the election and tries to realize the policy he envisioned during his term.

Public policy, local council members, civic groups, NGOs, stakeholders, local residents, and media organizations participate in various policies in the local government's policy process, but the biggest influence is also the local government leader. This is because the local government leader plays the most important role in directing public officials of the local government while converging public opinion of the people.

However, the continuity of administration may be lacking if a new government or local government leader attempts to promote a new policy or commitment while abolishing the main policy of the previous government leader for no apparent reason or justification. In this case, public officials who form, plan, and execute policies may be confused because they can not determine their direction according to the changed philosophy, future vision, or policies of the former local government leader and the new local government leader. In the process, government officials may also give up their policy beliefs, fearing the excessive abuse of the powers of local government leaders. However, it is not easy to quantify and clearly analyze the impact of the change of the local government leader on the policy process of the local government. In order for the change of the local government leader to affect the policy process, the following conditions must generally be met.

First of all, it should be possible to provide a fundamental reason for affecting public officials who are holding the key to change in the policy process of the local government. For example, local government leaders may logically persuade middle managers to convey the inevitability of policy changes, or to exert pressure to unconditionally follow public officials.

### Negative Effect Theory

Gouldner(1954), in a case study of General Gypsum Corporation, the first academic study to examine the relationship between manager change and organizational performance, manager change causes

organizational bureaucratization. It showed that it amplifies the conflict. It has been suggested that the change of top management has a negative effect on organizational performance.

Grusky(1963) proposed the so-called vicious circle theory in investigating the relationship between the manager's change and team performance in 16 major American baseball teams. In other words, the team's poor performance led to the manager's change, and this change in coaching had a worse effect on the team's performance.

Allen, *et. al.*(1979) also reported that team performance declined in the midst of the season when the manager was changed and when a new manager was hired outside. Hypothesis that changing managers has a negative effect on organizational performance is based on the argument that changing managers will put the organization in crisis for the time being, as most new managers seek to innovate. Even if the new manager is not willing to innovate, the manager's change is more likely to create a crisis within the organization because it breaks down the organization's unified command system and working practices and amplifies the anxiety of its members (Carrol, 1984).

In Korea, the impact of change of chief manager on organizational performance was analyzed by Kang(1998). For the 5 years from 1990 to 1994, 62 companies belonging to the manufacturing industries of the top 20 chaebol groups were surveyed. The independent variable is the CEO's change or not, and the dependent variable is measured by the total asset ordinary profit margin, the sales ordinary profit margin, and the equity capital ordinary profit margin. As a result, the change of the top management has a negative effect on the profitability of the organization. appear. Looking at the types of CEOs, recruiting external personnel has a negative effect on the profitability of the company, but there is no negative effect on promotion within the company.

The vicious circle approach asserts a negative causal relationship between management change and organizational performance, and is considered to have a negative effect on organizational performance due to internal and external crisis situations in the process of change.

### Void Effect Theory

The void effect theory is that there is no significant correlation between CEO change and organizational performance. It was presented as a counter-argument to earlier studies highlighting the fact that manager change has a negative impact on organizational performance. Gamson & Scotch(1964), using data from major US baseball teams, proposed the Ritual Scapegoating Theory, where the CEO's change is customarily a scapegoat. They found that

poor team performance was a temporary phenomenon that was not related to the manager's ability, but coaches were often replaced when team performance was poor. According to them, the team performance is often improved after the coach is changed, but in the long run, the coach's change is done in a single sense that has nothing to do with the team performance. There are many. That's why the changed director is just a scapegoat.

Eltzen & Yetman(1972) analyzed data from the American college basketball team, and Brown(1982) analyzed the data from the professional football team, making conclusions similar to those of Gamson & Scotch(1964). The coach's change is to inform general fans that the team's underperformance was attributable to the former coaches and that the team's performance can change through the coach's change. Because of its purpose, it should be viewed as a ritual.

The studies examined so far mainly focused on sports organizations, but Liberson & O'Connor(1972) and Salancik & Pfeffer (1977) are the representative studies targeting non-sports organizations. Liberson & O'Connor(1972) investigated how the change of top managers in 167 companies over the past 20 years had an impact on organizational performance. In this study, they found that environmental variables such as the economic conditions of the time and the business sector of the company had a greater effect on each company's sales and profits than the CEO's change. Therefore, it was concluded that the CEO's change was not related to organizational performance.

And in a study of the discretionary power of US mayors to enforce city budgets, Salancik & Pfeffer(1977) found that in cities with many organized interest groups, the influence of the mayor on budget execution is very limited. The results of this study suggesting that the exercise of discretion given to managers has to be limited due to the pressure from inside and outside the organization. Pfeffer & Davis-Blake(1986) believe that there is little or no reason for managers' change to have any impact on organizational performance. First, there is a possibility that the positive effect of changing an unsuccessful manager and the negative effect that change can be understood as a disruption within the organization may offset each other (Pfeffer & Davis-Blake, 1986: 74).

Second, as already suggested by Gamson & Scotch(1964), the manager's replacement should be understood simply as a ritual. The change of managers has a very limited impact on organizational performance, so managers' change is not done to achieve something within a short period of time. This also has significant implications for the impact of the change of local government leaders on the policy process. Organizations do not change top managers for technical or efficiency reasons such as productivity gains or organizational innovation, but in many cases change top managers for ritual and

symbolic reasons.

Third, studies conducted in this field so far have been understood to have little relation between manager change and organizational performance because they did not take into account personal characteristics such as the ability of new managers. If the new manager's competency variables were not taken into account, it is likely that the researchers did not discriminate between the predecessor and the successor, and treated the two as having the same ability.

### Positive Effect Theory

Some studies show that, in general, the change of top managers has a positive effect on organizational performance. After analyzing data from 193 manufacturers for 20 years, Weiner & Mahoney(1981) argued that human factors such as manager change have a greater impact on organizational performance than environmental factors. Environmental variables have a greater effect on organizational performance than CEO change variables. In this respect, it differs from the findings of Liberson & O'Connor(1972) that there is no correlation between manager change and organizational performance.

Thomas(1988), who empirically analyzed how changing the top managers of British retailers affect organizational performance, found that competent managers can contribute in any way to improving organizational performance despite external organizational constraints. And Smith, *et. al.*(1984) also found that through the 20-year career analysis of United Methodist pastors, competent pastors with good past performance in churches can make positive changes in organizational performance even in other churches.

Virany, *et. al.*(1992) analyzed the effect of manager change on organizational performance in 59 semiconductor manufacturing companies between 1968 and 1971 and found that it had a positive impact on business performance. In particular, they analyzed the CEO change and the change in executive team structure. According to their analysis, changes in CEO change and executive team structure act independently of organizational performance, and the positive impact of manager change on organizational performance is further strengthened when inducing strategic readjustment.

A study by Pfeffer & Davis-Blake(1986) analyzed data from 22 US professional basketball (NBA) teams. In the team that appointed a new coach as someone who had good performances in other teams or had experience as a professional basketball manager, the performance improved after the manager changed. However, it was revealed that the performance was not improved in the team that appointed a new coach as someone who did not perform well or had no experience in the other team. This demonstrates that the new coach's skills and experience affect team performance.

&lt;Table 1&gt; Research hypothesis

Classification	Hyphothesis
Hyphothesis 1	Changing the local government leader will have a profound effect on policy change
Hyphothesis 2	Frequent changes of local government leaders will lead to changes in policy by government officials
Hyphothesis 3	There may be cases where the local government leader abolishes the policy of his predecessor without a clear justification
Hyphothesis 4	It is desirable that the local government leader change frequently
Hyphothesis 5	Policy changes due to local government leader change will be more severe in regions where local government leaders are frequently changed
Hyphothesis 6	The change in policy due to the change of the local government leader will have a different level of intensity than the executive level
Hyphothesis 7	Changes that occur after the local government leader is changed will be positively evaluated
Hyphothesis 8	The feeling of change in the policy process will vary depending on individual characteristics
Hyphothesis 9	The more frequent the change of local government leaders, the more cases of major policy changes

&lt;Table 2&gt; Demographic characteristics

Classification		Frequency	Percent	Classification		Frequency	Percent
Gender	Male	181	79.7	Education	High school	45	19.8
	Female	46	20.3		Junior college	38	16.7
Age	20s	20	8.8		University	128	56.4
	30s	58	25.6		Graduate school	16	7.0
	40s	110	48.5		Region	A county	57
	50s	39	18.2	B city		59	26.0
Job classification	Administrative post	157	69.2	C county		48	21.1
	Technical post	70	30.8	D city		63	27.8

## Empirical Analysis

### Research Hypothesis and Demographic Characteristics

In this study, the first preliminary survey was conducted on 27 civil servants working in A county to fill out the questionnaire. The questionnaire was distributed to public officials working in the policy departments of A county, B city, C county, and D city, and after 10 minutes the questionnaire was collected<sup>1)</sup>. This research is to study the effect of change of local government leader on policy process. Hypotheses are as follows.

The gender distribution of respondents was 181 males (79.7%), 46 females (20.3%), and 20 in their 20s (8.8%), 58 in their 30s (25.6%), and 110 in their 40s (48.5%), 39 in their 50s (18.2%). According to their final education, 45 high school graduates (19.8%), 38 college graduates (16.7%), 128 university graduates (56.4%), and 16 graduate students (7.0%). Affiliation was made up of 157 administrative workers (69.2%) and 70 technical workers (30.8%). The workplaces were 63 (27.8%) in D city, 59 (26.0%) in B city,

48 (21.1%) in C county group, and 57 (25.1%) in A county group.

### Hypothesis verification

Regression analysis was performed with gender, age, education, affiliation, and work place as independent variables and local government leader change, policy, and civil servant belief as dependent variables. The verification result of Hypothesis is as follows.

<Hypothesis 1> Changing the local government leader will have a profound effect on policy change.

As a result of attempting a regression analysis on the reflectivity of the policy to verify this hypothesis, the work place as an independent variable significantly explains the reflectivity of the policy as a dependent variable at the significance level  $p < .001$ . This was analyzed by the fact that changes in policy had a profound effect in regions where the change of local government leaders was frequent. Hypothesis was adopted.

<Hypothesis 2> Frequent changes of local government leaders will lead to changes in policy by government officials

To verify this hypothesis, a regression analysis of civil servant consciousness was attempted. Age, an independent variable, sig-

1) The entire study period was from February 1 to May 24, 2007, and the survey period was 2 days from May 3 to 4 in the same year.

nificantly explains the consciousness of civil servants, which is a dependent variable, at the significance level  $p < .05$ , and workplaces, significantly explains the consciousness of civil servants at a significance level  $p < .01$ . It is understood that the more frequent the change of the local government leader, the more effective it is for middle-level managers and higher officials. Hypothesis was adopted because it meant that the change of the local government leader led to a change in policy, focusing on D city and A county, where the change of the local government leader was frequent.

**<Hypothesis 3>** There may be cases where the local government leader abolishes the policy of his predecessor without a clear justification

In order to verify the hypothesis that there would be a case where the local government leader would abolish the policy of his predecessor without a clear cause, a regression analysis was conducted on the public employees' sensibility. Hypothesis was rejected because it was not statistically significant to explain the government officials' sensibility.

**<Hypothesis 4>** It is desirable that the local government leader change frequently

To verify this hypothesis, a regression analysis of administrative changes was attempted. However, hypothesis was rejected because all independent variables were not statistically significant in explaining the administrative change, which is a dependent variable.

**<Hypothesis 5>** Policy changes due to local government leader change will be more severe in regions where local government leaders are frequently changed

In order to verify the hypothesis, as a result of regression analysis on the civil servant experience level, the independent variable age, education level, and work place each significantly explain the dependent variable civil servant experience level at the significance level  $p < .01$ . This also meant that the higher the level of education at the executive level and the more frequent the change of local government leaders, the more the policy change was felt. Hypothesis

was adopted because the results were significant.

**<Hypothesis 6>** The change in policy due to the change of the local government leader will have a different level of intensity than the executive level

As a result of attempting a regression analysis on the civil servant response to verify the hypothesis, the independent variable age significantly explains the civil servant response, which is a dependent variable at the significance level  $p < .001$ , and the educational background responds to the civil servant at the significance level  $p < .01$ . is explained carefully. Hypothesis was adopted because the results of this analysis were significant depending on age and education.

**<Hypothesis 7>** Changes that occur after the local government leader is changed will be positively evaluated

As a result of attempting regression analysis on the impact of the policy to verify the hypothesis, all independent variables were not statistically significant in explaining the effect of the dependent variable, the policy. This Hypothesis was rejected.

**<Hypothesis 8>** The feeling of change in the policy process will vary depending on individual characteristics

As a result of attempting regression analysis on policy changes to verify hypothesis, the educational background as an independent variable significantly explains the policy change as a dependent variable at the significance level  $p < .05$ . Therefore, this hypothesis was accepted only for the educational background.

**<Hypothesis 9>** The more frequent the change of local government leaders, the more cases of major policy changes

As a result of regression analysis on the effect of the policy to verify the hypothesis, the educational background as an independent variable significantly explains the effect of the policy as a dependent variable at the significance level  $p < .05$ , and the workplace as an independent variable is at the significance level  $p < .05$ . The effect of the dependent variable policy is explained

**<Table 3>** Summary of result by the Hypothesis

Classification	Hypothesis	Note
Hypothesis 1	Changing the local government leader will have a profound effect on policy change	Accept
Hypothesis 2	Frequent changes of local government leaders will lead to changes in policy by government officials	Accept
Hypothesis 3	There may be cases where the local government leader abolishes the policy of his predecessor without a clear justification	Reject
Hypothesis 4	It is desirable that the local government leader change frequently	Reject
Hypothesis 5	Policy changes due to local government leader change will be more severe in regions where local government leaders are frequently changed	Accept
Hypothesis 6	The change in policy due to the change of the local government leader will have a different level of intensity than the executive level	Accept
Hypothesis 7	Changes that occur after the local government leader is changed will be positively evaluated	Reject
Hypothesis 8	The feeling of change in the policy process will vary depending on individual characteristics	Partial Accept
Hypothesis 9	The more frequent the change of local government leaders, the more cases of major policy changes	Accept

in significant terms. Hypothesis was accepted because it was significant depending on educational background and work place.

## Conclusion

This paper is a study of the effect of change of local government leader on policy process based on empirical analysis through theoretical research and questionnaire survey. It started with the intention of laying the foundation for local autonomy development and suggesting new empirical implications for local government leaders.

The main research results are as follows. First, it was analyzed that there were many changes in policy in regions where the change of local government leaders was frequent. Second, it has been found that frequent changes of the local government leader affect public officials above the middle manager level. Third, Hypothesis that the case of a local government leader would abolish the policy of his predecessor without a clear cause was rejected. Fourth, Hypothesis that it is desirable to change the local government leader frequently is also rejected. Fifth, it was found that the higher the education level of the executive level and the more frequently the local government leader changed, the more the policy change was felt. Sixth, Hypothesis that the change in policy due to the change of the local government leader will differ in the level of executives was found to be significant as age and education level increase. Seventh, Hypothesis that the changes that appear after the change of the local government leader will be positively rejected. Eighth, Hypothesis that the feeling of change in the policy process will vary depending on individual characteristics was adopted only for the educational background. Ninth, Hypothesis, which is likely to have more cases of major policy changes in regions with frequent changes to the local government leader, was accepted according to educational background and work place.

The following conclusions can be drawn from the analysis of the results presented in this study. First, the change of local government leaders has a profound effect on the policy process. Intermediate manager-level officials thought that the change of the head of local government had a profound effect on the personnel affairs of civil servants and had a profound effect on administration. Second, the more frequently the local government leader was changed, the more the government officials' policy changes appeared. It was also thought that the more frequent the change of the local government leader, the more the middle-aged and older officials were, the more the policy change of the officials. Third, the change in policy due to the change of the local government leader was

felt stronger as the official level of the official was higher and the education level of the official was higher. They were also concerned that it would not be desirable for the local government leader to abolish the main policy of the local government leader for no apparent reason, which could act as a waste of local government finances. In particular, the higher the level of education, the higher the level of criticism of the local government leader's policy, and also expressed the willingness to actively express opinions about the unfair policy of the local government leader. Fourth, the more frequent the change of local government leaders, the more cases of major policy changes. The response that there were many cases of major policy changes showed a clear difference between where the local government leader was changed and where it was not.

## Acknowledgement

This work was supported by the Ministry of Education of the Republic of Korea and the National Research Foundation of Korea (NRF-2017S1A5B8059946).

I appreciate earnestly participated one of the most respecting professor jae eun, Lee National Crisisonomy Institute, Chungbuk National University.

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## &lt;Appendix 1&gt; Results of regression analysis to verify hypothesis

Classification	Non-standardized coefficient		Standardization coefficient	T	Significance	
	B	Standard error	Beta			
Hypothesis 1	(Constant)	3.063	.393		7.792	.000
	Gender	-.079	.127	-.049	-.625	.533
	Age	.114	.063	.147	1.819	.070
	Education	-.084	.049	-.114	-1.176	.088
	Affiliation	.000	.093	.000	.000	1.000
	Region	.159	.038	.278	4.223	.000***
	R <sup>2</sup> =.113 Modified R <sup>2</sup> =.093 F=5.637 p=.000***					
Hypothesis 2	(Constant)	2.196	.415		5.292	.000
	Gender	.203	.134	.121	1.513	.132
	Age	.144	.066	.181	2.176	.031*
	Education	.042	.051	.056	.816	.415
	Affiliation	.067	.098	.046	.689	.492
	Region	-.109	.040	-.185	-2.733	.007**
	R <sup>2</sup> =.062 Modified R <sup>2</sup> =.41 F=2.928 p=.014*					
Hypothesis 3	(Constant)	3.695	.373		9.904	.000
	Gender	-.031	.120	-.021	-.257	.797
	Age	.070	.059	.100	1.182	.238
	Education	-.059	.046	-.088	-1.269	.206
	Affiliation	.025	.088	.020	.287	.775
	Region	.013	.036	.025	.368	.713
	R <sup>2</sup> =.026 Modified R <sup>2</sup> =.004 F=1.169 p=.326					
Hypothesis 4	(Constant)	2.762	.393		7.038	.000
	Gender	.167	.127	.107	1.315	.190
	Age	.006	.062	.008	.092	.927
	Education	.043	.049	.061	.881	.379
	Affiliation	.175	.092	.129	1.894	.059
	Region	-.076	.038	-.137	-2.006	.046
	R <sup>2</sup> =.040 Modified R <sup>2</sup> =.019 F=1.858 p=.103					
Hypothesis 5	(Constant)	.701	.654		1.071	.285
	Gender	.391	.212	.143	1.845	.066
	Age	.360	.105	.276	3.438	.001**
	Education	.276	.081	.223	3.409	.001**
	Affiliation	.067	.155	.028	.429	.668
	Region	-.211	.063	-.218	-3.357	.001**
	R <sup>2</sup> =.137 Modified R <sup>2</sup> =.118 F=6.969 p=.000***					
Hypothesis 6	(Constant)	1.508	.449		3.355	.001
	Gender	.218	.145	.118	1.499	.135
	Age	.261	.072	.298	3.641	.000***
	Education	.183	.056	.221	3.281	.001**
	Affiliation	-.003	.106	-.002	-.029	.977
	Region	.027	.043	.042	.630	.529
	R <sup>2</sup> =.082 Modified R <sup>2</sup> =.061 F=3.935 p=.002**					
Hypothesis 7	(Constant)	3.821	.450		8.496	.000
	Gender	-.005	.145	-.003	-.037	.970
	Age	-.030	.072	-.035	-.416	.678
	Education	.005	.056	.006	.081	.963
	Affiliation	.191	.106	.124	1.803	.073
	Region	-.007	.043	-.011	-.156	.876
	R <sup>2</sup> =.017 Modified R <sup>2</sup> =-.006 F=.748 p=.589					

<Appendix 1> Continued

Classification	Non-standardized coefficient		Standardization coefficient	T	Significance	
	B	Standard error	Beta			
Hypothesis 8	(Constant)	2.925	.353	8.276	.000	
	Gender	.118	.114	.084	1.032	.303
	Age	.065	.056	.097	1.152	.251
	Education	.089	.044	.140	2.021	.044*
	Affiliation	.006	.083	.005	.076	.939
	Region	.051	.034	.105	1.520	.130
R <sup>2</sup> =.033 Modified R <sup>2</sup> =.011 F=1.488 p=.195						
Hypothesis 9	(Constant)	3.701	.437	8.459	.000	
	Gender	.288	.141	.164	2.040	.042*
	Age	-.035	.070	-.042	-.502	.616
	Education	.034	.054	.042	.624	.533
	Affiliation	.181	.103	.118	1.752	.081
	Region	-.102	.042	-.165	-2.436	.016*
R <sup>2</sup> =.064 Modified R <sup>2</sup> =.043 F=3.032 p=.011*						