



저작자표시-비영리-변경금지 2.0 대한민국

이용자는 아래의 조건을 따르는 경우에 한하여 자유롭게

- 이 저작물을 복제, 배포, 전송, 전시, 공연 및 방송할 수 있습니다.

다음과 같은 조건을 따라야 합니다:



저작자표시. 귀하는 원저작자를 표시하여야 합니다.



비영리. 귀하는 이 저작물을 영리 목적으로 이용할 수 없습니다.



변경금지. 귀하는 이 저작물을 개작, 변형 또는 가공할 수 없습니다.

- 귀하는, 이 저작물의 재이용이나 배포의 경우, 이 저작물에 적용된 이용허락조건을 명확하게 나타내어야 합니다.
- 저작권자로부터 별도의 허가를 받으면 이러한 조건들은 적용되지 않습니다.

저작권법에 따른 이용자의 권리는 위의 내용에 의하여 영향을 받지 않습니다.

이것은 [이용허락규약\(Legal Code\)](#)을 이해하기 쉽게 요약한 것입니다.

[Disclaimer](#)

Thesis for Degree of Master of Arts

A Study on Institutional Mechanisms of Soft Power Effectiveness: Korea's Global, International and Cultural Centers



by

Scott Evans

Department of International and Area Studies

The Graduate School

Pukyong National University

August, 2021

A Study on Institutional Mechanisms of Soft Power Effectiveness: Korea's Global, International and Cultural Centers

소프트 파워 효과성의 제도적
메커니즘:한국 국제 글로벌 문화 센터
사례를 중심으로

Advisor: Prof. Dong Soo Kim

by

Scott Evans

A thesis submitted in partial fulfillment of the requirements

for the degree of Master of Arts

in Department of International Studies, the Graduate School,

Pukyong National University

August, 2021

**A Study on Institutional Mechanisms of Soft Power Effectiveness:
Korea's Global, International and Cultural Centers**

소프트 파워 효과성의 제도적 메커니즘:한국 국제 글로벌 문화
센터 사례를 중심으로

A thesis

by

Scott Evans

Approved by:

정세원 Chung Sae Won

(Chairman)

김동수 Kim Dong Soo

(Member)

박상현 Park Sang Hyun

(Member)

August 27, 2021

A Study on Institutional Mechanisms of Soft Power Effectiveness: Korea's Global, International and Cultural Centers

Scott Evans

Department of International and Area Studies, the Graduate School,

Pukyong National University

Abstract

Korea's international, global and cultural centers, are soft power institutions. Phenomenon of social practice, cultural interaction and exchange, exemplifying soft power at work. Korea has been building soft power assets for well over a decade, making this research relevant, with the lack of focused research on domestic soft power institutions, and on the effectiveness and utilization of soft power institutional mechanisms. This research aims to determine if identities generate and shape Interests? and are global and international centers in Korea successful models of soft power effectiveness?

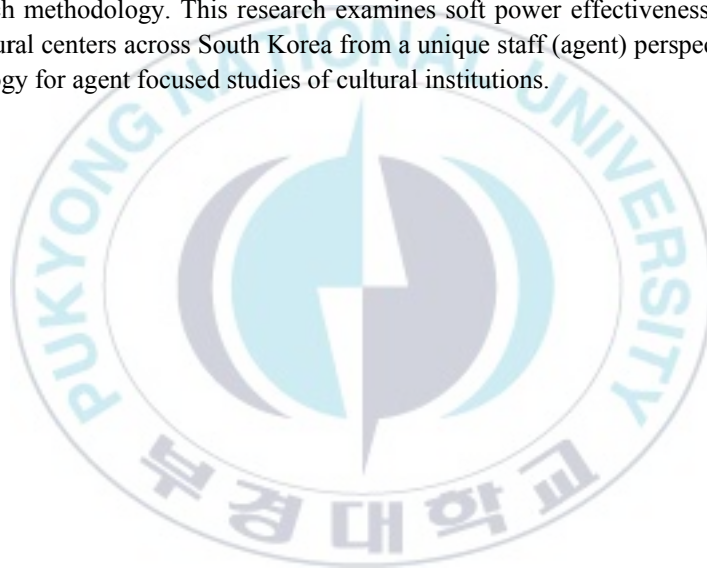
Conventional realism is somewhat incomplete because it ignores the power of ideas when explaining international politics. For constructivists, ideas, such as knowledge, symbols, norms, rules, concepts, and meanings, all play an important role in determining states behavior. Constructivists emphasize the importance of; identity and interest in explaining state behavior, and agency and structure in explaining constitutive process, both vehicles used in understanding cultural interaction. Therefore, a constructivist approach asserts that a state's foreign policy is guided by political elites, empowered by national interests and identities, embedded in the cultural and historical context, and encompassed within the norms and values of society. Attraction seeking soft power assets in statecraft, consist of culture, national values and brand image. In contrast, the hard power assets include, politics, security (force or threat of force) and economy (sanctions). Soft power promotes cooperation through shared values, cultural exchange and achievements.

This research uses a mixed-method research methodology. First, a quantitative study was used to analyze the independent survey data, obtained from the 5- point Likert scale, questionnaire. Respondents were Korean employees of nine global, international and cultural centers across Korea. An AMOS, CFA was applied to verify the constructivist relationship of identity driving interest, by measuring the causal pathways between these independent variables and the dependent variable, soft power effectiveness. Second, a qualitative research study analyzes institutional mechanisms for their ability to utilize soft power resources (Staff of global and international centers in Korea) for the production of soft power assets (cultural and educational programs and activities). Qualitative data

was collected through face-face, on-site, in-depth, structured interviews with upper and senior management at seven global, international and cultural centers across Korea.

Do identities generate and shape Interests? The results indicate that national identity directly and positively affects national interest. Sixty-five percent of the variance of national interest can be explained or accounted for through national identity. Korean global, international and cultural centers are successful models of soft power effectiveness. Research indicates a fertile field of information and transfer knowledge production at Korean global, international and cultural centers. Flexibility in structure and agency in programming decisions are factors driving the customization of programming to meet community needs.

This study patterns constructivist motivational factors; identity and interest; and constitutive factors agent and structure, in association with soft power effectiveness, toward building an effective agent focused research methodology. This research examines soft power effectiveness of international, global and cultural centers across South Korea from a unique staff (agent) perspective, providing a base methodology for agent focused studies of cultural institutions.



소프트 파워 효과성의 제도적 메커니즘:한국 국제 글로벌 문화
센터 사례를 중심으로

Scott Evans

부경대학교 대학원 국제지역학과

개요

한국 국제 문화 교류 센터들은 소프트파워 기관들이다. 사회화, 문화의 상호 작용과 교류 현상이 소프트파워가 작용하는 예가 된다.한국은 10 년 이상 소프트파워 자산을 구축해왔지만 국내 소프트파워 기관들에 대한 집중적인 연구자료 부족과 소프트파워 기관의 메커니즘의 유효성과 활용성 때문에 이 연구는 의미가 있다.본 연구는 정체성이 이익을 유발하고 형성하는지?한국의 국제문화교류센터가 소프트 파워 효과의 성공적인 모델인지? 여부를 결정하는 것을 목표로 한다.기존의 현실주의는 국제정치를 설명할 때 사상의 힘을 무시하기 때문에 다소 불완전하다. 구성주의자들은 지식,상징, 규범, 규칙, 개념, 그리고 의미와 같은 사상들은 모두 국가 행동을 결정하는데 중요한 역할을 한다.구성주의자들은 국가 행동을 설명하는 정체성과 이익, 그리고 구성적 과정을 설명하는 기관과 구조의 중요성을 강조하는데, 두 가지 모두 문화적 상호작용을 이해하는 데 사용된다.그러므로, 구성주의적 접근 방식은 한 국가의 외교정책은정치 엘리트들에 의해 지도되고 국가의 이익과 정체성에 의해 권한을 부여받고, 문화적, 역사적 맥락에 내재하고, 사회의 규범과 가치 안에 포함된다고 주장한다.국정운영에서 소프트 파워 자산을 추구하는 묘미는 문화,국가 가치 및 브랜드 이미지로 구성된다.이와는 대조적으로, 하드 파워 자산에는 정치, 안보(무력 또는 무력 위협) 및 경제(제재)가 포함된다. 소프트파워는 공유된 가치, 문화적 교류, 성과를 통해 협력을 고취한다.이 연구는 혼합 연구 방법론을 사용하였다.첫째, 양적 연구를 사용하여 5 점 리커트 척도 설문지에서 얻은 독립적 조사 데이터를 분석했다.응답자들은 한국 전역의 9 개 글로벌 국제문화교류센터의 한국인 직원들이다.AMOS, CFA 는 이러한 독립 변수와 종속 변수 사이의 인과 경로를 측정하여 구성주의 정체성의 관계가 이익으로 움직이는 소프트 파워 효과를 검증하기 위해 적용되었다.둘째, 질적 연구를 사용하여 소프트 파워 자산(문화·교육 프로그램 및 활동)의

생산을 위해 소프트 파워 자원(국내 글로벌 및 국제 센터 직원)의 활용 능력에 대한 기관들의 메카니즘을 분석한다. 전국 7 개 국제문화교류센터에서 고위 경영자 및 상급 경영자들과 대면·현장·심층·구조화된 인터뷰를 통해 질적 데이터를 수집했다. 국가 정체성이 국가 이익을 유발하고 형성하는가? 정답은 예스이다. 결과는 국가 정체성은 국가 이익에 직접적이고 긍정적인 영향을 미친다는 것을 나타낸다. 65%의 국가 이익 변동은 국가 정체성을 통해 설명될 수 있다. 한국의 국제문화교류센터들은 소프트파워 효과의 성공적인 모델이다. 이 연구로 국제문화교류센터에서의 정보와 지식 생산 이동이 활발한 것으로 나타난다. 구조의 유연성과 프로그래밍을 결정하는 에이전시는 지역사회의 요구에 부응하기 위한 프로그래밍의 맞춤화를 이끄는 요인이다. 이 연구 패턴들은 구성주의자의 동기유발 요인들(정체성과 이익)과 구성 요소들(에이전트와 구조)의 소프트 파워 효과와 관련하여 유능한 에이전트 중심의 연구 방법론을 구축한다. 이 연구는 한국 전역의 국제문화교류센터들의 특출한 직원들의 관점으로 소프트 파워 효과를 검토했고 문화센터의 연구 직원에게 방법론을 제공한다

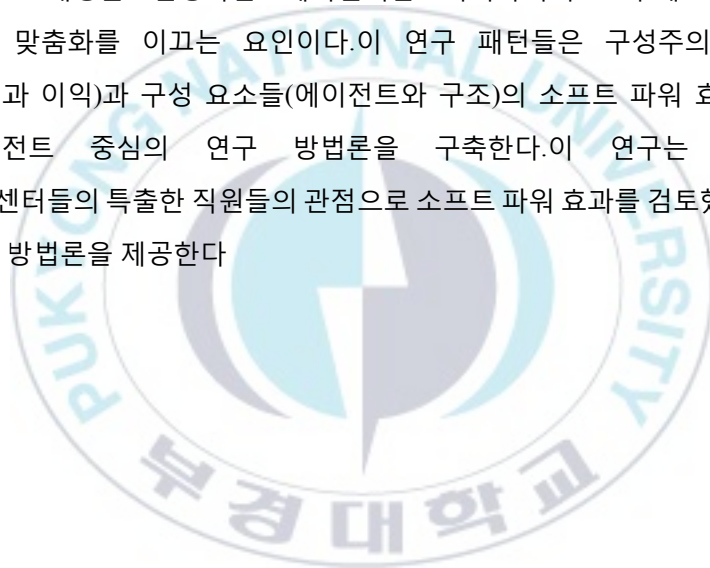


Table of Contents:

Abstract.....	i-ii
Korean Abstract.....	iii-iv
Table of Contents.....	v-vi
List of Figures, Tables & Appendices.....	vii-viii
List of Abbreviations.....	ix
CHAPTER 1. Introduction	1
1.1 Background	1-9
1.2 Research Objective Medium.....	10
1.3 Significance of Study.....	11-13
1.4 Literature Review.....	13-17
CHAPTER 2. Theoretical Framework	18-19
2.1 Soft Power.....	19-24
2.2 Constructivism.....	24-26
2.3 National Identity.....	26-28
2.4 National Interest	28-32
2.5 Agent-Structure Debate.....	32-34
2.6 Testable Hypotheses & Hypotheses.....	35-36
CHAPTER 3. Methodology	37
3.1 Quantitative Methodology	37-46
3.2 Qualitative Methodology.....	46-51
CHAPTER 4. Analysis and Results	52
4.1 Quantitative Analysis	52
4.1.1 Quantitative Overview.....	52
4.1.2 Data Sample & Methods.....	52-53
4.1.3 Results.....	54-76
4.2 Qualitative Analysis	77
4.2.1 Qualitative Overview	77-78
4.2.2 Data Sample & Methods	78-90
4.2.3 Results.....	90-109
CHAPTER 5. Discussion	110
5.1 Quantitative Study Discussion.....	110-113
5.2 Qualitative Study Discussion	113-118
CHAPTER 6. Summary	119
6.1 Quantitative Study Summary.....	119-120

6.1.1 Research Implications	120
6.1.2 Limitations of study.....	121
6.1.3 Suggestions for Future Studies	121
6.2 Qualitative Study Summary.....	121-124
6.2.1 Research Implications	124
6.2.2 Limitations to Study	125
6.2.3 Suggestions for Future Research.....	125
Appendix.....	126-128
References.....	129-137



List of Figures

Figure 1 - Korean Public Diplomacy Model.....	3
Figure 2 - Historical Timeline.....	5
Figure 3 - Hypothetical Model – SPE of Korean Global & Int Centers.....	35
Figure 4 - SEM for Latent Variables (AMOS).....	110

List of Tables

Table 1 – Institutional Purpose	9
Table 2 - Surveys and Focus Group Methodology	42
Table 3 - Reliability Statistics of Cronbach’s Alpha	44
Table 4 - Descriptive Statistics of Respondent’s	53
Table 5 - Descriptive Statistics of National Interest	55
Table 6 - Descriptive Statistics of National Identity (Civic)	56
Table 7 - Descriptive Statistics of Soft Power Effectiveness	57
Table 8 - Reliability Statistics of Cronbach’s Alpha Coefficient	57
Table 9 - Normed Fit Index (NFI) (Amos)	58
Table 10 - TLI (The Tucker-Lewis coefficient) (AMOS) (Relative Fit indices) ..	59
Table 11 - IFI (Bollen’s Relative Fit Index) (AMOS)	60
Table 12- CFI (Comparative Fit Index) (Relative Fit Index) (AMOS)	61
Table 13- RMSEA (Root Mean Square Error of Approximation)	62
Table 14 - CMIN/DF (AMOS)	63
Table 15 - Hoelter (AMOS)	64
Table 16 - PNFI (Parsimonious Normed Fit Index) (AMOS)	65
Table 17 - Goodness-of-fit Indices for Final AMOS SEM	65
Table 18 - Standardized Regression Weights (AMOS)	66-67
Table 19 - Critical Ratio’s(CR) & P- Values (P) (AMOS)	67-68
Table 20 - Path Hypotheses Results	69

Table 21 - Website Criteria	107
Table 22 - Qualitative Analysis of Programs and Activities	108
Table 23 - Decision Makers	115

Appendices

Appendix A - Global & International Center – Survey Questionnaire.....	126
Appendix B - Global & International Center – Interview Questions.....	127
Appendix C - Hypothetical Research Model.....	128



List of Abbreviations

SPSS: Statistical Package for Social Sciences

AMOS: Analysis of a Moment Structure

SEM: Structural Equation Modeling

CFA: Confirmatory Factor Analysis

NFI/Delta: Normed Fit Index

TLI: Tucker Lewis Index

IFI: Incremental Fit Index

CFI: Comparative Fit Index

Hoelter: Hoelter's Critical N

RMSEA: Root Mean Square Error of Approximation

CMIN/DF: Chi Square/Degree of Freedom Ratio

PNFI: Parsimony Normed Fit Index



CHAPTER 1 - Introduction

1.1 Background:

Korea's geopolitical history has been one of 'a shrimp - more recently a tuna or dolphin - caught between two whales', suffering invasion from Mongolia, occupation by Japan and segmentation into two distinctly different nations, following the Korean War. Through all this hardship, Korea has forged a future – as a sovereign state, and more recently, an innovator in a high tech., global world. Maintaining and strengthening this prosperity while competing with Asian powerhouses - China and Japan. - and balancing positive strategic and economic relations with the U.S, China, Japan and North Korea, will be increasingly more challenging. Korea's soft power strategy is a key foreign policy tool, for issue's facing both Korea and Northeast Asia.

Soft power emerged after the Cold War, at an end to a standoff between liberalism and communism. Also at this time and in contrast, Huntington in his work 'The Clash of Civilizations' suggests that the new global conflicts will be caused by 'incompatible cultural identities' and with particular emphasis on religious conflicts. These ideas or notions if realized, create division, isolationism and potentially threaten to divide nations from within. Soft power focuses on diplomacy "rather than force, trade and cultural exchange, rather than threats and militarism, and internationalism rather than isolationism" (Eriksson, 2011, p.427). Nye's 'soft power' is a balancer to hard power assets. As a middle power Korea's soft power resources are essential in designing and forging successful foreign policy. In this sense Nye's 'soft power' acts as a bridge between all three of the dominant theories of IR - realism, liberalism and constructivism, of power being separated by ideas of how to wield it.

Korea in particular has a large stake in the utilization of soft power resources, both because of its security dilemma with North Korea, and its export-driven economy, located geographically between giant competitive economies. For Korea this is both a blessing and a burden. A blessing in that it has access to large regional markets (short term)

and a burden because of the increased competition for regional and global market share, within similar industries, plus the long term effects such as the brain drain phenomena and corporate economies of scale. To build its soft power, its global prestige, preserve its sovereignty and gain market share for its products, Korea has been actively engaged in regional, public and cultural diplomacy and an active member in world and global organizations. 'In public diplomacy, culture's web of influence span's across policy, practice and research and encompasses both the sponsor and intended public'. Culture continues to influence people's behavior and perceptions of the 'other'.

Korea exercises soft power mechanisms of influence through cultural exchange centers managed by the Korea Foundation abroad and locally by quasi-governmental global, international and cultural centers throughout South Korea. This research will focus on international, global and cultural centers throughout South Korea. These local institutions focus on regional leadership, and on providing multicultural services and cultural exchange to both the foreign community and Korean citizenry.

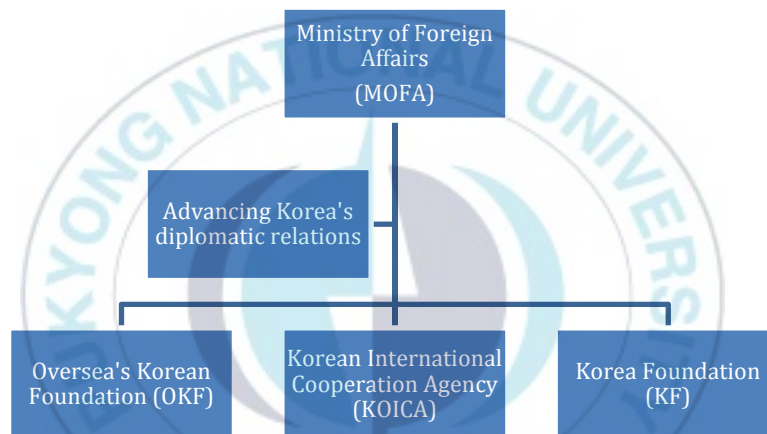
Cultural diplomacy is a type of public diplomacy and soft power that includes the "exchange of ideas, information, art and other aspects of culture among nations and their peoples in order to foster mutual understanding" (Waller, 2009, p.74). "The purpose of cultural diplomacy is for the people of a foreign nation to develop an understanding of the nation's ideals and institutions in an effort to build broad support for economic and political goals" (Maack, 2001, p.59). As a middle power, Korea has embraced this form of diplomacy as part of its global strategy for pursuing national interests within the nation's means (Hwang, 2017).

A state 'image' and 'reputation' have become an essential part of a state's strategic influence. "Place branding is the totality of the thoughts, feelings, associations and expectations that come to mind when a prospect or consumer is exposed to an entity's name, logo, products, services, events, or any design or symbol representing them" (Van Ham, 2008, p.127-133). Place branding is essential to making a country's image acceptable for

investment, tourism, political alliances and networking on many levels (Van Ham, 2008). As Joseph Nye commented, “in an information age, it is often the side which has the better side of the story that wins” (Nye, 2006, p.1). Cultural diplomacy encompasses brand building and reputation management. In short, countries can use culture to create a brand that represents the positive values and images associated with that nation (Van Ham, 2008). Then it can be said, cultural diplomacy affects nation branding to enhance a nation’s soft power.

Figure 1

Korean Public Diplomacy



Korea delivers its soft power resource mechanisms through a number of governmental agencies including the Ministry of Foreign Affairs (MOFA), Korea Foundation (KF) and Korean International Cooperation Agency (KOICA). Public diplomacy became a recognized goal for Korean government in 2010, as one of three effective ways of governing diplomatic relations. The Public Diplomacy Act was convened in August 2017 with its first committee meeting, reflecting its current policies and strategies. Committee representatives are comprised of national and local governments, as well as select private sector and academic representatives. This represents a structural trend toward a whole-government approach and society focused diplomacy, involving civil society stakeholders in practice and process. MOFA lists three main strategies, to “spread cultural attraction, elevate national image through cultural assets and strengthen two-way communication

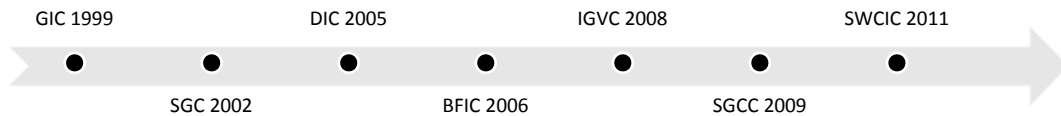
through cultural exchange” (mofa.go.kr). MOFA lists six main goals, to “share Korean culture, deepen understanding of Korea, gain global support for Korean policies, strengthen public diplomacy capacity and promote public-private partnership” (mofa.go.kr). Korea Foundation (KF) is responsible for carrying out public diplomacy initiatives under MOFA’s supervision. KF coordinates cooperation among other agencies, between central and provincial governments, and utilizes the private sector’s capabilities. KF manages a large cross-section of programs and exchanges, cultivating mutual understanding with foreign publics.

Korean International Cooperation Agency (KOICA), is responsible for implementing, coordinating and enhancing the effectiveness of grant aid programs - Official Development Assistance (ODA) - for developing countries. KOICA is also supervised by MOFA.

The Organization for Economic Co-operation and Development (OECD) is an intergovernmental organization (IGO), where member countries cooperate with each other, to address the economic, social and environmental challenges of our globalized world. “The Organization provides a setting where governments can compare policy experiences, seek answers to common problems, identify good practice and work to co-ordinate domestic and international policies.” (Gurria, Angel, Secretary General of the OECD 2018 – Culture and Local Development, p.1, www.oecd.org/cfe). Korea has been an OECD member since 1996. The paper, ‘Culture and Local Development’ OECD, 2018, was used to establish criteria for analysis of Korea’s global and international centers. The purpose of applying the OECD criteria to the global and international centers was twofold. First, to help establish legitimacy to the public diplomacy efforts of the centers, with up to date soft power effectiveness diplomacy strategies, for achieving success. And secondly, to attach and recognize, current public diplomacy policy idea diffusion, among OECD initiatives and the Korean central government objectives, to local governments, which intern, are integrated into the development of Korea’s global and international center programs, activities and initiatives.

Figure 2

Historical Timeline



Developmental History

Suwon Center for International Cooperation (SWCIC) was established in November of 2011. This center is fully funded by Suwon city hall and is a non-profit organization (NPO). The mayor who initiated the idea to start this institution was Suwon mayor, Yeom Tae Young. Among the first programs were international exchanges with selected cities around the world. SWCIC was formed to advance international ties, promote economic development and enhance Koreans global mindset. This institutions government partners are KF (Korea Foundation) and KOICA (Korean International Cooperation Agency) – a partner project providing ODA (Official Development Assistance) to Cambodia. In addition, SWCIC has various NGO partners in its ‘Make Cambodia Happy’ project. This institution is actively pursuing cultural and educational exchange, economic development, business contacts and an exchange of ideas with sister and friendship cities around the world (see Table 1). SWCIC’s programming strengths are in culture, social and partner categories and the weakness is predominately in the economic category.

Itaewon Global Village Center (IGVC) opened in July of 2008 and is a non-profit organization (NPO). This center is fully funded by Seoul metropolitan government and managed by Yongsan district office. The mayor who initiated the idea to start this institution was Seoul mayor, Oh Se-han. His vision, was to make Seoul multicultural, by encouraging high income professionals to work and live in Seoul. Among the first programs were Korean language classes and daily living services for foreigners. IGVC was established to promote Korean soft power, culture, Korean language and the economy. This institution is partnered with Seoul police, National Museums, MOFA,

Seoul metropolitan government and Yongsan district office. This institution is actively pursuing daily living services and education programming (see Table 1). IGVC's strengths are in the social, health and digital categories. The digital presence for the 'global walking party' event had over 225 videos' on you tube. Weak programming is predominately in the economic and partner categories.

Seoul Global Cultural Center (SGCC) was opened in March of 2009. This center is fully funded by Seoul metropolitan government and is a non-profit organization (NPO). The mayor who initiated the idea to start this institution was Seoul mayor, Oh Se-han. The Hangi craft program was among the first programs. Other popular programs that followed include, folk painting, hanbok costumes, K-pop dance – an interactive activity, Korean conversation classes and calligraphy art. SGCC was established to help make Seoul a global city and as a prototype for future centers of its kind. This institution is actively pursuing cultural programming, multicultural exchange and tourism (see Table 1). SGCC strengths are in the social, culture, digital and health programming categories and weaknesses are predominately in the education and partner categories.

The idea for Seoul Global Center (SGC) started in 2002 out of the need for a help desk to support foreigners visiting Seoul for the 'world cup'. The global project formalized SGC in 2008, and its newest building was completed in 2013. The mayor who initiated the idea to start this institution was Seoul mayor, Oh Se-han. This center is funded by Seoul metropolitan government and is a non-profit organization (NPO). SGC was created to be the most comprehensive global center – meeting all foreigner needs. This institution is partnered with Kookmin Bank, KEB, Woori Bank, LGT, Samsung insurance, the driver's license authority, twenty or more local lawyers who provide legal advice, Miral Welfare Foundation, ministry of transportation, ministry of immigration, multicultural department (City Hall), and Seoul metropolitan government. This institution is actively pursuing education programming, counseling and consulting services, daily living counseling, business services and language education (see Table 1). SGC's strengths are in the social,

education and economic categories and weaknesses are in the culture, health and partner categories.

Busan Foundation for International Cooperation (BFIC) was established in February of 2006. This center is fully funded by Busan city hall and is a non-profit organization (NPO). Among the first programs were international exchanges with selected sister and friendship cities at a non-government level. Next, came developing programs and services to support foreign residents. BFIC was created in conjunction with city hall, Korea's woman's department, KF and KOICA agencies to promote diplomacy. This institution is partnered with Busan metropolitan government, Asean cultural center, Busan educational department, KF (Korea Foundation) and KOICA (Korean International Cooperation Agency) – a partner project providing ODA (Official Development Assistance). This institution is promoting non-government level interaction with countries such as Japan and China, promoting trade, and also coordinates diplomatic relations through the international department at Busan city hall. This institution is actively pursuing foreign policy, cultural exchange, business contacts and education programming (see Table 1). BFIC's strengths are in the education, culture, social, economic, health, and partner programming categories and its only real weakness is in the number of large events being held.

Gwangju International Center (GIC) was established in 1999 by vice mayor Song in conjunction with Gwangju citizen union, with the purpose of promoting interactions between foreigners and the local citizenry and to promote youth training programs. The GIC was the first center of its kind in South Korea. It's also a private non-profit organization for both Korean and foreigner residents. In the beginning it functioned mostly as an information center for foreigners, mostly of which were teachers. This institution is funded by Gwangju city hall subsidies (80%), GIC members (10%), and by private corporations or KF projects (10%). This institution is partnered with Gwangju city hall, the immigration office, local hospitals, university hospitals, local universities and

Kepeco – an immigrant’s hotline. This institution is actively pursuing education programming, cultural exchange and daily living support (see Table 1). GIC’s strengths are in the education, culture, social, economic, health, and partner programming categories and its only real weakness is in the digital category.

Daejeon International Center (DIC) was established in 2005 by Kim Jin Bae (founder of the Daejeon international exchange center) in conjunction with Daejeon city hall. This center is fully funded by Daejeon city hall and is a non-profit organization (NPO). Among the first programs were Korean language classes, Korean cultural programs and activities, and an International festival. More recently Korean language contests in sister cities are also popular. DIC is fully funded by Daejeon Metropolitan government. DIC was established out of the need to support foreign workers in Daejeon. This institution is partnered with Daejeon city hall, the education bureau and local universities. This institution is actively pursuing exchanges in culture, sport, youth leadership and support for non-profit organizations (see Table 1). DIC’s strengths are in the education, social, economic, and partner programming categories and its weakness is in the culture, health and digital categories.

Table 1 - Institutional Purpose

Global & Intl. Centers →	Suwon (SWCIC)	Itaewon (IGVC)	Seoul Cult. (SGCC)	Seoul (SGC)	Busan (BFIC)	Gwangju (GIC)	Daejeon (DIC)
Institutional Purpose ↓	Est. 2011	Est. 2008	Est. 2009	Est. 2002	Est. 2006	Est. 1999	Est. 2005
Institutions main goals and objectives	Priority to build more International exchanges	Help foreigners adjust to Korean life & encourage foreigner residence	Foreigner assistance, Korean cultural exchange	Help foreigners adjust to Korean life & encourage foreigner residence	Become globalized successful international city	Cultural exchange, volunteer work with Keppo , Job training - Universities	International exchanges with sister & friendship cities, foreigner daily living assistance
Institutions association to national interest	Building global citizens, nurturing cultural understanding, enhancing economic dev.	Entice higher income foreigners to stay here	Create positive Korean cultural experience, increasing tourism	Overcome anti-foreigner mindset, build cooperation	Make Busan globalized, city grow economy & national prestige	Promotion of cultural exchange & Gwangju as an international city	Maintain good relations with sister & friendship cities - trade increase
Institutions relation to Korean Government	KF – public diplomacy – International exchanges KOICA – ODA - Cambodia	Make living in Korea easier for foreigners so they will stay and invest in Korea.	Experiential programs – K-pop, crafts, language & cultural exchange tourism	Helping Seoul become and promote an integrated multicultural city	Promoting cultural exchange & harmony with foreigners - making Busan a Global city	Providing immigrant services & cultural exchange	Promoting international cooperation, cultural & economic exchange
Institutions outside/ external interactions	Sister Cities, ODA –NGO's –'Make Cambodia Happy' & Suwon Village Health Service	Police, national museums, MOFA (Ministry of Foreign Affairs)	Events held with foreign students, providing space needs for intl. students, tourism	job fair, ministry of justice – social integration program, drivers ed. test prep.	MOFA, KF, KOICA, and NGO's	City Hall programs, Keppo – immigrants hotline, KF - programs	Focus on diverse interactions with sister & friendship cities
This institution is actively pursuing ...	Cultural & educational exchange, economic dev., business contacts, exchange of ideas and political values	Daily living services, education	Korean cultural experience, multicultural exchange, tourism	Edu. is the main focus , counseling & consulting services, daily living counseling, Business and language edu.	Foreign policy, cultural exchange, business contacts and education	Education, cultural exchange, daily living support	Exchanges in culture, sport, youth leadership, support for non-profit organizations

1.2 Research Objective Medium

1.2.1 Problem Statement:

Korea has been building soft power assets for over a decade with very little focused research on these soft power institutions, on the effectiveness of soft power asset production and the utilization of institutional mechanisms.

1.2.2 Research Objectives & Questions

First, it is an important objective to have a general understanding of Korea's present soft power and cultural diplomacy strategy. The main objective in the quantitative research is identify the motivational factors of identities and interests and assess whether identities generate and shape interests by examining SEM causal pathways and the forces influencing the soft power effectiveness of these institutions.

The main objectives of this comparative, qualitative research is determining if Korean global, international and cultural centers have; strong institutional mechanisms; and a strong diversification of programs and activities, necessary for soft power effectiveness. A Secondary, research objective is to determine if there is any evidence to suggest that agents and structures are "mutually constituted", within institutional mechanisms of global, international and cultural centers under study. Finally, this research will attempt to build an effective research methodology, for agent focused studies of cultural institutions, utilizing the theoretical link between the constructs of constructivism and soft power.

1.2.3 Research Questions:

Quantitative Research Question - Do identities generate and shape Interests?

Qualitative Research Question - Do Global and International Centers in Korea have strong, institutional mechanisms, and a strong diversification of programs and activities, necessary for soft power effectiveness?

1.3 Significance of Study

Global & International Centers (NPO's) are a quasi- governmental, civic extensions of Korean foreign policy, of cultural public diplomacy, linking international public's. Korea has made a significant investment in cultural diplomacy through the Ministry of Foreign Affairs (MOFA), Korea Foundation (KF), Korean International Cooperation Agency (KOICA) and Overseas Korean Foundation (OKF). In turn, local governments have made a significant investment in global, international and cultural centers across Korea. Institutional mechanisms of global and international Centers are important drivers for successful production of soft power assets (potential soft power effectiveness). Soft power assets or influences are significant in attracting international students, international tourists, foreign direct investment, and for a country's political attractiveness or world image.

A mixed study is used to measure soft power effectiveness (dependent variable) using constructivist motivational factors; identity and interest (independent variables) and constitutive factors; agent and structure (independent variables). This quantitative study aims to assess the staff' perceptions of soft power effectiveness of programs and activities at their respective global, international or cultural center in Korea. While the qualitative study is determining if these centers have; strong institutional mechanisms; and a strong diversification of programs and activities, necessary for soft power effectiveness. By analyzing; the mechanisms used to convert soft power resources (staff of global international and cultural centers in Korea) into soft power assets (cultural outputs); and the diversification of programs and activities, we can better assess their effectiveness.

Furthermore, this research aims to verify the constructivist relationship of the 'identity' driving 'interest', by measuring the causal pathways between independent factors and the dependent factor of 'soft power effectiveness', to establish a theoretical link between the constructs of constructivism and soft power. By verifying this model, we can realize the constructivist idea that identities generate and shape interests (behavioral and motivation

properties). In addition, this study aims to identify if there is any evidence to suggest that agents and structures are “mutually constituted”, within institutional mechanisms of global, international and cultural centers under study.

Korean global and international centers are where structure and agency interact both inside and outside state boundaries. These institutional mechanisms have the capacity for mutual constituting properties, exhibiting benefits from soft power effectiveness (national level), the successful production of soft power assets (local gov. level), and the social capital produced by quality of life improvements to the public citizenry (public level). By studying institutional mechanisms, we can improve efficiencies, highlight successful practices and further expand information and knowledge sharing. This study attempts to create a greater sense of the forces, and motivational factors for soft power effectiveness, among the staff of global and international centers in Korea. By analyzing soft power mechanisms, such as global, international and cultural centers (foreigner support and cultural centers) throughout Korea, we can learn how these mechanisms convert soft power resources into soft power assets and assess their effectiveness. This research will allow us to assess if Korea's soft power and cultural institutions under study, exhibit soft power effectiveness and if Korea's soft power and cultural diplomacy strategy requires any tweaking at the public diplomacy source level. It is important that these institutions, are successful conveyors of cultural policy and diplomacy to compete at the international level and meet national interests. Furthermore, this research is an attempt to highlight the importance of successful soft power strategy, for other middle or emerging powers.

Also, this study attempts to provide a base methodology for further research toward building an effective agent focused research methodology of cultural institutions. Predominately participant focused research has been emphasized to date, as such this has created a gap in the research.

The quantitative research inquiry begins with the two concepts, independent variables, of national identity and national interest. This research explores the path correlation between the independent variables, national identity and national interest and also between national interest and the dependent variable, soft power effectiveness. This thesis asks the questions; Are global and international centers in Korea successful models of soft power effectiveness? Is national identity directly affecting national interest as a force and/or motivational factor in soft power effectiveness?

In addition, this research attempts to highlight the cultural and historical context of the norms and values of the society under analysis. The qualitative research inquiry begins with the two concepts, (independent variables) of 'structure' and 'agent'. I will explore which force; structure or agency has the strongest link to (dependent variable) soft power effectiveness and which is a more powerful force within the centers institutional mechanisms. This thesis asks the questions; Are global and international centers in Korea successfully exhibiting strong institutional mechanisms, and a strong diversification of programs and activities, necessary for power effectiveness? Is structure, or agency exhibiting a more pronounced factor in soft power effectiveness? Or are they mutually constitutive?

1.4 Literature Review

Soft Power Effectiveness

Academics and policy makers recognize and elicit, the use of military force, threats of military force and economic payments, as sources or tools of influence. Soft power offers alternative power resources, such as mobilizing a nations cultural assets and values to entice attraction. Policy world actors, utilize cultural and public diplomacy as part of a comprehensive foreign policy and soft power strategy, aimed at eliciting 'attraction' from intended subjects. Political, cultural and ideological factors are incorporated into an effective soft power strategy. These efforts legitimize and justify, incumbent actor's foreign

policy, on both an international and domestic level. Soft power is deemed effective if the state deploying it, is credible in the eyes of the majority of international actors and the strategic goals are recognized as being favorable examples to follow (Nye, 1990:166-171). Nye emphasizes, government policy ideas, that represent the wider public opinions and true national interests, and that are cultivated by honest, straightforward interactions, will best ensure a nation's credibility (Nye, 2004:14). Governments that project a negative image or reputation, risk critically hindering the effectiveness of soft power opportunities in the political, economic and cultural arenas. Academic research measuring soft power effectiveness, has been focused on foreign policy, public diplomacy, communication diplomacy, social capital and trust.

Procopio (2015) and Zho and Luk (2016), both conducted research on China's Confucius Institutes. Procopio (2015), attempts to measure soft power effectiveness in support of China's foreign policy aims by studying the process of attraction at both the executive and student levels. Results indicated that activities were only partially effective tools of soft power, indicating short term positive affects but not advocating for long term affects to their future personal and professional lives. Similarly, Zho and Luk (2016), conducted a macro-level study focusing on programs and activities at the institute. The results were mixed, with favorable short term subject perceptions but unfavorable results for long term Chinese soft power effectiveness.

Warren (2014) and Anguelov and Kaschel (2017), both conducted research on communication diplomacy in relation to political stability. Warren (2014), conducted a quantitative study using media density indices to demonstrate the unifying effect of mass media, on civil war onset. The results of the research indicated "the fundamental inadequacy of approaches to state strength, that focus exclusively on hard power resources, while ignoring the crucial role of (soft power) normative communication, in the production of internal peace and stability". Anguelov and Kaschel (2017), conducted a quantitative, longitudinal study (2004-2014), analyzing internet access and mobile phone subscriptions (explanatory variables) in relation to the impact on government (soft power) effectiveness and political stability in Middle Eastern Nations. U.S. soft power investment program

metrics applied were, imports, foreign aid and FDI. The results were mixed, government efficacy was a successful predictor of foreign direct investment (FDI) growth, while political stability was not.

Atkinson (2010), conducted a quantitative, longitudinal study (1980-2006), measuring the effectiveness of U.S. hosted military educational exchange programs, from military institutes and universities, on relative affected change of the participant's home countries, to the dependent variable 'human rights abuse'. Results indicated "that greater participation in U.S. university studies by foreign students was associated with improving human rights records in the home states of the students" (Atkinson, 2010: 1-22). In addition, "the relative (soft power) effectiveness of the military exchanges point to three socializing micro-mechanisms, depth and extent of contacts, common identity, and influence after returning home at work" (Atkinson, 2010: 1-22).

Kozhakhmetov's (2012), study focuses on Japanese youth's constant consumption of Korean popular culture such as k-pop, and if consumer's perception of Korea is affected in a positive way by this consumption. The findings concluded that Japanese youth consumers, were likely, to travel to South Korea, learn the language and build social networks with Koreans. These results highlight cultures potential role, in constructing an attractive image of Korea and Korean society, through effective soft power resources.

Singh and Macdonald (2017), conducted a quantitative study using a multiple variable analysis, measuring the conditions under which soft assets have measurable influences. This research indicates "Assets" or "influences" as independent variables and "attractions" or "outcomes" as dependent variables. The findings indicated that, "soft power assets or influences matter in statistically significant ways for attracting international students, tourists, foreign direct investment, and for a country's political attractiveness around the world" (Singh and Macdonald, 2017, p35). "Cultural institutions-such as the British Council or the Goethe Institute - are influential for attracting international students, international tourists, and foreign direct investment" (Singh and Macdonald, 2017, p.35).

Procopio (2015), and Zho and Luk (2016) both studied participant perceptions of China's

Confucius Institutes Programs & Activities. Procopio (2015) – (process of attraction – participant perceptions) Results indicated that activities in China’s Confucius Institutes were only partially effective tools of soft power, indicating short term positive affects but not advocating for long term affects to their future personal and professional lives. Zho and Luk (2016) – (China’s Confucius Institutes – (Programs & Activities) The results were mixed, with favorable short term participant perceptions but unfavorable results for long term Chinese soft power effectiveness. Both studies on participant perceptions Confucius Institutes Programs & Activities showed positive short term participant perceptions affects but unfavorable results for long term Chinese soft power effectiveness.

Singh and Macdonald (2017) research indicates “Assets” or “influences” as independent variables and “attractions” or “outcomes” as dependent variables. The findings indicated that, “soft power assets or influences matter in statistically significant ways for attracting international students, tourists, foreign direct investment, and for a country’s political attractiveness around the world” (Singh and Macdonald, 2017, p35).

To date, the soft power effectiveness research is predominantly focused on participant perceptions whereas this study is focused on employee perceptions. This research will examine soft power effectiveness of international, global and cultural centers across South Korea from a unique staff (internal-agent) perspective. A mixed study is used toward building an effective agent focused research methodology. This study patterns constructivist motivational factors – identity and interest, in association with soft power effectiveness for the quantitative study. While patterning constructivist agent-structure factors in association with soft power effectiveness for the qualitative study. This research provides a theoretical link to the constructs of constructivism and soft power, in an attempt to provide a base methodology for further agent focused soft power effectiveness research of cultural institutions. As noted by the literature review summary, predominately participant focused research has been emphasized to date, as such this has created a gap in the research. Cultural centers employees are agents, civic extensions of Korean foreign policy, of cultural public diplomacy, linking international publics. More studies are needed highlighting the importance of agents in developing and delivering soft power assets

(cultural outputs). By studying identities and interests, we gain valuable insights and perceptions of motivation and behavior, by studying agents and social structures we gain valuable knowledge and information about practices and processes – some constitutive in nature.



Chapter Two: Theoretical Framework

Soft power focuses on ‘diplomacy’ - rather than force, ‘trade and cultural exchange’ - rather than threats and militarism, and ‘internationalism’ - rather than isolationism. Soft power focuses on cultural and international exchange, on co-operation, trade and on building relations with other countries publics.

Constructivists emphasize the importance of identity and interest in explaining state behavior, and agency and structure in explaining constitutive process, both vehicles used in understanding cultural interaction. National identity (independent variable) is a direct function on an actor’s behavior, the result of an interaction between the self and the other(s). Constructivists -Jepperson, Wendt and Katzenstein - argue that “identities both generate and shape interests” (Jepperson et al, 1996, p.60). This research will verify the constructivist notion that identities both generate and shape interests.

National Interest (independent variable) is a countries goals and ambitions in economic, military and cultural areas of pursuit. Although “National Interest” usually refers to foreign policy it can also be applied to domestic politics, “it is equal to terms like ‘public interest,’ ‘common interest,’ or ‘common good’ “(Frankel 1970: 38; Clinton 1994: 50-55, 60-67). Constructivists believe national interests are constructed and constituted through social interaction and defined in the context of internationally and domestically held norms and values (Finnemore, 1996). Korean (local) global, international and cultural centers operate on both an international and domestic level, exhibiting the social norms and values of both.

At the core of constructivist thought is the idea that many aspects of international relations are socially constructed and “are given their form by ongoing processes of social practice and interaction” (Wendt, 1999). Korea’s global, international and cultural centers epitomize this idea. The practices, processes and interactions taking place at these institutions need to be studied to gain insights into successful production of soft power

assets (cultural outputs) and the employee perceptions of what is successful and what needs to be improved upon.

Agency is the capacity of an agent - individual engaging in the social structure - to act independently and to make free choices, that express, freedom, free will, creativity, originality or to exact change through autonomous actions (Barker, 2005, p234-236).

Structures are sets of rules, resources or competencies, that actors or agents, utilize in the aggregate they reproduce. “The structure - agent debate focuses on the nature of international reality – more precisely, whether what exists in IR, and the explanation for it, should revolve around actors, structures, or both” (Adler, 2013, p.128-129).

Constructivists in IR accept the idea that agents and structures are “mutually constituted”. This research will attempt to provide evidence to suggest that agents are mutually constituted within institutional mechanisms of global, international and cultural centers under study.

2.1 Soft Power

Soft power has attracted a large volume of both academic and mainstream attention since Harvard University scholar, Joseph Nye in his 1990 book “Bound to Lead: The Changing Nature of American Power”, first popularized it. (Nye, 1990)

‘Power’ as defined by Robert Dahl is the ability of A to get B to do something he would otherwise not do (Dahl, 1957). Max Weber defined power as the chance that an individual in a social relationship can achieve his or her own will even against the resistance of others (Weber, 1957). Weber also acknowledged that “power gives a nation leverage to achieve its goals” and nations are always attempting to maximize their power of influence over other countries. This brings us to the question of, what are the sources of power?

Famed classical realist, Hans J. Morgenthau, a proponent of power research and the national interest, used the terms “hard” and “soft” power to denote the types of power a state possesses (Morgenthau, 1978). Harvard political scientist, Joseph Nye’s ‘Bound to

Lead: The Changing Nature of American Power' was realized to counter, British international relations historian, Paul Kennedy's "America in decline" theories. Nye followed up 'Bound to Lead with', 'Soft Power: The Means to Success in World Politics' (Nye, 2004). Nye's key concept was to distinguish between "hard" power - the ability to change what others do 'on command' through coercion or inducement, and "soft" power - achieving the same objective with the "attractiveness" of one's culture, political values, national agenda's and foreign policies (Nye, 2004, p.7).

Nye denotes three pinnacle resource mechanisms for delivering soft power: "it's culture (in places where it is attractive to others), it's political values (when it lives up to them at home and abroad) and its foreign policies (when others see them as legitimate and having moral authority)" (Nye, 2011, p.84). These three resources are capable assets for inciting attraction, leading to acquiescence (Nye, 2004). An important point to note is that soft power resources are not always well received. A relationship of trust and credibility is a necessary foundational base for outcomes, of popular culture diffusion. Popular cultural, a soft power resource mechanism is more likely to attract people and produce preferred outcomes of 'soft power effectiveness', in situations where cultures are somewhat similar to each other (Nye, 2004). And "all power depends on the context of who relates to whom and under what circumstances, but soft power more than hard power, upon the existence of willing interpreters and receivers (Nye, 2004). Moreover, attraction often has a diffuse effect, creating general influence rather than producing an easily observable specific action" (Nye, 2004, p.16). The development of social norms creates and nurtures mechanisms of attraction. These established social norms, instigate what is and what will be considered attractive, while both constraining and enabling the practices of agents, which are constituted by their practices and processes.

According to Nye, "soft power" can be further contrasted with 'hard power', a coercive approach to international political relations, involving the use of military or economic power to influence the behavior of states or political groups (Nye, 2011). Unlike hard power, soft power is the ability to indirectly influence others to desire your goals and vision. While

hard power is a direct approach, it creates a threat that can lead to war and ultimately to diminished sovereignty. Thus soft power is a preferred foreign policy measure because it does not require the loss of life or the huge dollar costs involved in conflicts or wars.

The importance of the soft power assets in diplomacy and for building and designing foreign policy has become indispensable. The soft power assets available in statecraft consist of, culture, national values and brand image, while the hard power assets include, politics, security and economy (Huh, 2012). Nye further explains that the broader goals of policy statecraft include, promoting democracy, protecting human rights and developing civil society (Nye, 2009). Moreover, soft power is exerted through 'high' and 'popular' culture, political values – like democracy and human rights and foreign policies that each lend to a state's legitimacy, credibility and moral authority.

In contrast to soft power, Samuel Huntington's article 'The Clash of Civilizations?' is a vision of the future, describing conflicts among the cultural fault lines of 'seven or eight' major civilizations (Huntington, 1993, p.25) - a 'Game of Thrones' if you will. He further suggests that global conflicts of the future will be caused by 'incompatible cultural identities' with particular emphasis on religious conflicts (Huntington, 1993, p.25). These ideas or notions if realized, create division, isolationism and potentially threaten to divide nations from within. Other future, thought provoking political scientists like, Michael J. Mazarr argue, "cultural factors will emerge as the major factors dominating international relations" (Mazarr, 1996, p.174). More recently, Mazarr was quoted as saying, "The belief in the legitimacy and viability of the existing international order by global participants is being shaken up by various economic and social trends" (Mazarr, 2016, Rand Press Room Release). These structural changes if fully realized, threaten social norms, unrealized state futures, and the stability of the international system.

In contrast Nye's 'soft power' focuses on 'diplomacy' - rather than force, 'trade and cultural exchange' - rather than threats and militarism, and 'internationalism' - rather than

isolationism. Nye's soft power remains an important and influential analytical framework. This can be acknowledged by a variety of scholars applying Nye's conception of soft power to analysis.

According to John McCormick (2006) the successful wielding of soft power by the EU allowed them to emerge as an alternative superpower to the US. In addition, several scholars have used a soft power framework to examine Japanese popular culture, including; (Shiraishi, 1997; Leheny, 2006; Otmazgin, 2008).

In contrast critics of the soft power concept like London's Brunei business school senior lecturer Ying Fan, claim's soft power is a minor factor in the relationship between nation states, who are primarily focused on geopolitical and strategic concerns (Fan, 2008). In addition, she emphasizes that the attractiveness of aspects of American culture, does not automatically translate into the ability to influence other states (Joffe, 2006). Others, illustrate the fact that soft power is often generated by non-state actors, making it unpredictable, intangible and difficult to wield for policy-makers (Treverton and Jones, 2005). In addition, the lack of agreement among scholars over what constitutes "soft power", suggests that the concept is processed differently, rendering it meaningless (Breslin, 2011). Robert Kagan, a senior fellow at Brookings Institution, previously a historian and Republican policy advisor, contends that "hard power" should not be underestimated in building and sustaining the liberal international order (Kagan, 2012). Political science professor, Janice Bially Mattern (2005) argues that soft power is constructed as a representational force, which is a nonphysical, coercive power. However, Nye delineates that soft power is quantifiable by comparing cultural and media resources (Nye, 2006). In addition, Mattern suggests, soft power isn't really "soft" but is a continuation of hard power by different means.

Others have tried to develop the theory more systematically. For instance, Giulio Gallarotti (2011), professor of government at Wesleyan University, proposes that soft power can be

further categorized into “two sources: international sources (foreign policies and actions) and domestic actions (domestic policies and actions)” with multiple sub-sources incorporated within each.

Realist soft power skeptic Colin Gray, a professor of international relations and strategic thinking at the University of Reading, argues that hard power is the most effective foreign policy tool. For instance, Gray (2011) argues that hard power remains the most essential instrument of policy, mostly because soft power outcomes, are infrequently controlled by states and rely heavily on foreign countries perception of them and the level of trust and cooperation between nations. Others, such as Niall Ferguson (2004), Senior fellow at Stanford University’s Hoover Institution, states that the concept of soft power is not new, that it used to be called imperialism. Furthermore, he states that soft power’s reach is limited, and argues that “cultural imperialism’s real engine is hard power”. Ferguson further explains, “Soft Power is merely the velvet glove concealing an iron hand” (Ferguson, 2004, p.24).

Nye describes soft power attraction as follows; ‘We know that attraction often leads to acquiescence. If I am persuaded to follow your purposes without sensing any explicit threat or negative exchange, an observable but intangible attraction takes place and my positive behavior, is the result of soft power at work’ (Nye, 2004, p.7). Soft power uses a different type of currency, not through force or money, but instead facilitating cooperation through shared - values, cultural exchange and achievements.

Successful wielding of soft power depends on the reputation of an actor in the international community, the level of interaction between actors, between their countries, and the processes associated with the facilitating and sharing of beneficial information. Sources of soft power such as popular culture, and mass media, have often been associated with the rise of globalization in neoliberal international relations theory (Karlsson, 2011). Popular culture, the spread of a national language or set of normative structures, innovative ideas

for tackling global challenges and the media, are regularly identified sources of soft power. Nations wielding large amounts of soft power and good will, project a positive state image and reputation, inspiring others to join mutually beneficial processes within the international structure. Popular belief dictates, should conflict arise, nations are less likely to engage in expensive hard power military expenditures if they have mutually beneficial arrangements associated with the international structure. Confident, transparent leadership is also necessary for invoking soft power utility. It builds trust and initiates the desire for open dialogue and friendship building. With this foundation, state actors can build an international structure that is more stable and more prone to actions of mutually benefiting cooperation.

2.2 Constructivism

Constructivism along with realism and liberalism make up the three major international relations theories. Beginning in the 1980's, primarily in North America, a series of critical reactions to mainstream international relations theory started to gain momentum and credibility, finally popularizing in the 1990's. The cold war had just ended, neorealism and its materialist focus of military force and economic capabilities defined the power balancing that the cold war period witnessed and thus had dominated much of IR theory. Constructivism theory was birthed out of the contrast of Neo-realism and Neo-liberalism, and also of sociological and critical theory. Although differing in many respects, Neo-realism and Neo-liberalism share the same commitment to individualism and materialism (Wendt 1999, pp.2-3). Individualism's assumption is that actors' interests are innate and fixed, and the structure is derived from the properties associated with actors (Actors in foreign policy can be heads of state, heads of government, foreign ministers, secretaries of state, parliaments, parliamentary committees, political parties etc...). The materialist assumption is that material forces, such as the distribution of power, technology, and geography, define the structure (Structures in foreign policy can be political, cultural, psychological, economic, national, regional, global, technological, ideational, cognitive or normative). However, both these approaches fail to account for the dynamic interaction of

opposing structures, between ideational forces - ideas, norms and material force structures. In this context, numerous scholars who didn't feel the explanations of Neo-realism and Neo-liberalism, covered all the gaps, found inspirations in alternative social theories, such as constructivism which would become part of the mainstream helping to shape theoretical concepts and research agendas (Barnett, 2005).

Constructivists emphasize the importance of identity and interest in explaining state behavior, a vehicle used in understanding cultural interaction. According to constructivists, both material and ideational forces help to define the world. However, the material reality is only a part of the whole reality. The meaning and construction of material reality is dependent on ideas and interpretation of 'the other'. In this regard, conventional realism is somewhat incomplete because it ignores the power of ideas when explaining international politics. For constructivists, ideas, such as knowledge, symbols, norms, rules, concepts, and meanings all play an important role in determining states' behavior. Constructivists don't suggest that ideas are more important than materiality, but they acknowledge that ideas have constitutive effects on states, a prime example being the recognition of state sovereignty within the international community.

When conducting research constructivist's methodology tool kit includes both ethnographic and interpretive techniques, utilized to uncover the meanings that actors bring to their practices and how these practices relate to their social worlds. Constructivist scholars reject the claim that the only legitimate form of causality is when research has uncovered a connection between an independent and a dependent variable (Barnett, 2005, p.261). For both constitution and causation, there are 'how' and 'why' questions. Causal theories ask "why" questions. Constitutive theories such as constructivism ask 'how possible' and 'what' questions (Wendt, 1999, p.78). Klotz and Lynch (2007) argued that causal studies do tend to speak in terms of explaining behavior, while studies of meaning talk about understanding the conditions for action. However, there appears to be considerable overlap and the absence of a clear divide between "what" or "why" or "how"

questions. Hence, constructivists should not preclude the possibility of causal answers to constitutive questions, or vice versa (Klotz and Lynch 2007, p.15).

Constructivists do acknowledge science and causal explanation; but “they occupy a middle ground between rational choices theorists and post-modern scholars. They share a largely common epistemology with choices theorists and share many substantive concerns such as the role of identity and discourse post-modern scholars. Thus constructivism has the potential to bridge the still vast divide separating the majority of IR theorists from post-modernists” (Checkel 1998: 325).

Therefore, a constructivist approach would assert that a state’s foreign policy is guided by political elites’, empowered by national interests and identities, embedded in the cultural and historical context of the state and encompassed within the norms and values of society. Thus it is important to examine national identity and national interest at the source of cultural interaction – in this case at the civic/domestic level within a constructivist framework.

At the core of constructivist thought is the idea that many aspects of international relations are socially constructed and “are given their form by ongoing processes of social practice and interaction” (Wendt, 1999). Wendt’s two basic tenants of constructivism are: “The structures of human association are determined primarily by shared ideas rather than material forces and; the identities and interests of purposive actors are constructed by these shared ideas rather than given by nature” (Wendt, 1992).

2.3 National Identity

Famed Oxford professor Anthony Smith, defines national identity as a political community, that “implies at least some common institutions and a single code of rights and duties for all the members of the community. It has definite social space, a fairly well demarcated and bounded territory, with which the members identify and to which they feel they belong” (Smith, 1991, p.9).

Political scholars have long proclaimed that modern identities, in the context of today's modern nations, are largely manufactured. British academic historian, Eric Hobsbawm (1983) argued that nations, and their associated phenomena of nationalism, the nation-state, and national symbols are frequently socially engineered under the pretence of national interests. Likewise, American political scientist, Benedict Anderson (1991) famously stated that modern nations are "imagined communities" made possible by "print-capitalism". Anderson (1991) explains, even though an individual does not know the majority of people within the nation, that person will have a sense of affinity with them through modern communication of the printed word - newspapers, books

Scholars have examined the creation of nations as a modern phenomenon. Ernest Gellner (1964) argued that modern nations were made possible by industrialization as well as increased literacy and mobility. Industrialization necessitated greater cultural standardization; hence nationalism was born to ensure the state maintained control of the resources (Gellner, 1983). Harvard historian, Liah Greenfeld (1992), in her seminal work, "Nationalism: Five Roads to Modernity" argued that nationalism was created by resentment. She defines it as "a sustained sentiment of existential envy and resentment based on a sense of one's inferiority vis-à-vis the societies from which the ideas of nationalism were imported, and which therefore were originally seen as models" (Greenfeld, p. 250).

Identity is a direct function on an actor's behavior, the result of an interaction between the self and the other(s). It is defined as a mental construct that both describes and prescribes how an actor should think, feel, evaluate, and behave in-group situations (Turner, 1985, p.80). Constructivists are concerned with the relationships between identities and interests. Ruggie argues that "identities are logically prior to preferences" (Ruggie, 1993, p.172). Jepperson, Wendt and Katzenstein argue that 'identities both generate and shape interests' (Jepperson et al, 1996, p.60). Furthermore, Wendt states that identity is "a property of international actors that generates motivational and behavioral dispositions" (Wendt, 1999,

p.224). Wendt prescribes that identities belong to the belief side of the intentional equation (desire + belief= action), while interests belong to the desire side. Without interest's, identities have no motivational force and without identities interests have no direction (Wendt, 1999, p.231). Thus, a state's behavior is motivated by a variety of interests encompassed in a state's identity. National identity encompasses the cognitive or psychological behavior that is attributed to roles, images and purposes that actors pursue in the international arena. It's important to note that this national identity fusion is "an ongoing process or journey rather than a fixed set of boundaries, a relationship rather than a free-standing entity or attribute" (Dittmer & Kim, 1993, pp.13). Even though national identities as ideational forces are capable of change, they remain relatively stable. Of course the stability of the national identity varies according to a state's status and material capabilities in the international system. Identities are a web of complexity, so determining how a state's identity affects the construction of its interest's vis-à-vis another state demands social context. This means not only exploring state's identities produced in interactions with other state actors, but also studying how its identities are being produced in interaction with its own society and the many discourses that constitute that society (Hopf, 2002, p.294). This research will attempt to verify Wendt's assertion that "identities both generate and shape interests", while interests provide the motivational force toward action.

2.4 National Interest

The national interest or as the French would say 'raison d'état' (reason of State), is a countries goals and ambitions in economic, military and cultural areas of pursuit. It is important to international relations and its pursuit is realized within the realist school of thought. Famous historian and international relations theorist, E. H. Carr, details, "until the French Revolution the term nation was identified with the person of the sovereign so that international relations were essentially relations between royal families" (Carr, 1945, p. 2-4).

Following the French Revolution of the 18th century the concept of national interests being of dynasties or royal families was replaced with the idea of popular sovereignty and legitimacy of the state, of interests of society as a whole (Evans and Newnham, 1998).

Although “National Interest” usually refers to foreign policy it can also be applied to domestic politics, “it is equal to terms like ‘public interest,’ ‘common interest,’ or ‘common good’” (Frankel 1970: 38; Clinton 1994: 50-55, 60-67).

According to Danilovic, the national interest implies an idea of preferences for “policy that is best for a nation or state”. (Danilovic, 2008, p.557). He further delineates them into the following three usages; “first, as an analytic construct to describe and explain the sources of state preferences in foreign policy; second, as a criterion for evaluating particular strategies or courses of action; and third, as a justification for foreign policy decisions taken by policymakers to mobilize domestic support” (Danilovic, 2008, p.557).

There are two fundamentally different approaches to the national interest, the “objectivists” and the “subjectivists” (Frankel, 1970, p.16). The objectivist approach is of the realist school – national interests are defined by criteria such as military and economic power, and supported by Hans Morgenthau (1951). Others like Graham Evans & Jeffrey Newnham (1998, p.344) and James N. Rosenau (1968, p.34) - feel that national interest is not a clear-cut analytical tool for political discourse. The subjectivist approach is linked with the decision making approach to foreign policy analysis and is also well linked with a constructivist approach.

Disputes over national interest are usually in regard to its analytical usefulness.

Rosenau (1968, p.39), Hoffmann (1978, p.133) and Smith (1968, p.23-26) argue that national interest, is not a good research tool and is flawed. In contrast, there are those who describe national interest as an important tool in explaining foreign policies and for theorizing in international politics (Morgenthau 1978; Weldes 1996). This research will endorse national interest as an important tool in international politics and highlight its importance as a force affecting soft power effectiveness at the level of action.

This thesis utilizes constructivist theory with emphasis on subjective aspects to state preferences and agenda's such as – shared values, transnational collective identities associated with norms of behavior. Constructivists argue that the realist conceptualization of interest, an objective view, observes and defines reality in terms of military and economic power, while ignoring the subjective aspects all together. Constructivism emphasizes the subjective aspect of state preferences and how international structures - shared values, transnational collective identities and norms of behavior- impact state preferences. Constructivists believe national interests are constructed and constituted through social interaction and defined in the context of internationally and domestically held norms and values (Finnemore, 1996). This normative structure changes over time, creating coordinated shifts in national interests and states' behavior across the system (Finnemore, 1996). Jutta Weldes explains “This constructed nature of the national interest is well illustrated by empirical research conducted “(Weldes, 1996), on how the United States constructed its national interest during the Cuba missile crisis.

Normative structure may affect both the behavior of decision-makers and the mass publics who can then choose to constrain those decision-makers. Thus, national interests emerge out of situation descriptions and problem definitions of decision-makers (Weldes 1996), so how well state officials and others make sense of the world around them is of paramount importance.

Prominent constructivist scholar Martha Finnemore treats states as unitary actors and through her research developed a systemic approach for understanding state interests. Her research suggests, states are socialized to accept certain preferences and expectations by the international society in which they and the people who compose them live (Finnemore, 1996, p.128). Finnemore focuses “on the normative processes which define the national interest by examining the roles of international organizations in institutionalizing and propagating cultural norms in the international system” (Finnemore, 1996, p.128). Finnemore's first example demonstrates the role of the World Bank (led by president

Robert McNamara) in redefining the ways that states approached development problems by the adoption of poverty alleviation through the institutionalization of new anti-poverty norms (p.91). She demonstrates that UNESCO affected the structure of states, convincing them to adopt science bureaucracies. Furthermore, Finnemore argues that a few morally committed individuals (p. 70) and the organization's they represent, such as the International Committee of the Red Cross (ICRC) (p. 71), impelled state adoption of new humanitarian norms in war under the Geneva conventions. As of January 2015, 168 countries ratified the protocol. Her case studies show that international norms – in her cases, socially constructed through international institutions – are able to reshape state interests by the ways in which states enlist these norms as their foreign policy preferences. (Finnemore, pp.233-238).

One interesting debate between constructivist scholars implores whether, a theory of international politics requires an account of interest combining an understanding of the international and the domestic in a mutually constitutive relationship? Martha Finnemore (1996) believes domestic structures and their interaction with international normative structures, are not required to create an account of state interests. In contrast, Katzenstein (1996) acknowledges the fact that identity and interest origins are located in both international institutions and domestic norms thus a substantive theory of politics should account for both domestic daily practice and the international structure. As such, a theory of international politics must develop an account of interest, that combines an understanding of the international and the domestic in a mutually constitutive relationship.

However, what Finnemore and Katzenstein both agree on, is the rejection of realist and liberal treatment of identities, and so interests, as they are both stable and unproblematic. Finnemore's major premise for this logic, is that national interests are not given, but socially constructed, whereas realism assumes that all states "want some combination of power, security and wealth"(Finnemore, 1996, p.22). Shared expectations about appropriate behavior, held by a community of actors, are socially constructed through subjective

processes of established norms and then socially reenacted by them. (Finnemore, 1996, p.22). Katzenstein's research in Japan, illustrates what looks at first like a balancing behavior against an external threat, is actually a product of domestic logic and shows how an understanding of Japan's domestic normative landscape provides a more coherent account for what at first appears to be a structural realist theory (Katzenstein, 1996, p.134).

Wendt's vision of, national interests include: physical survival, autonomy, economic well-being, and collective self-esteem. "Physical survival is the survival of a state-society complex, of which the preservation of territory is at the center; autonomy refers to the ability of a state-society complex to exercise control over its allocation of resources and choice of government following the notion of sovereignty; economic well-being refers to the maintenance of the mode of production in a society and the state's resource base; collective self-esteem refers to a group's need to feel good about itself, for respect or status" (Wendt 1999: 235-236). These four national interests are common to all states if states are to reproduce themselves.

On occasion, states have contradictory interests that require a subjective process of prioritization. George and Keohane (1980) identify the three most essential national interests – physical survival, autonomy, and economic well-being. Alexander Wendt added a fourth, "collective self-esteem" (Wendt 1999: 235).

2.5 Agent-Structure Debate

Studies of social structures have helped advance research on institutions, culture, agency, social interaction and history. In social science, structure enacts a socialization process through institutions (economy, politics, religion ...) or social practices (behaviors, norms and values), on individuals or groups. This recurrent pattern of relationships, influence or limit the choices and opportunities available to people (Barker, 2005, p.448). Agency is the capacity of an agent - individual engaging in the social structure - to act independently and to make free choices, that express, freedom, free will, creativity, originality or to exact change through autonomous actions (Barker, 2005, p234-236).

“The agent – structure debate focuses on the nature of international reality – more precisely, whether what exists in IR, and the explanation for it, should revolve around actors, structures, or both” (Adler, 2013, p.128-129). The question is about how agents relate to the structures they are embedded in, and which social theory, holist, individualist or structuration (a constituting process of both), captures it best (Klotz, 2006, p.142). Theoretical systems such as structuralism, functionalism and Marxism align with the position, that our social existence is largely determined by the structure of society, a form of holism, “the whole is greater than the sum of its parts” (Aristotle). In contrast, theoretical systems such as methodological individualism, social phenomenology and interactionism, position with the idea, that individual agents possess the capacity to construct and reconstruct their own worlds. The third position taken by a significant numbers of modern theorists, the ‘structuration’ view, attempts to bridge the two positions of holism and individualism together (Bourdieu, 1977, p.72-95). Structuration theorists emphasize that, structure influences human behavior, and humans are capable of enacting change in the social structure that they inhabit.

Anthony Giddens, sociologist and architect of structuration, orchestrated an attempt to move beyond the agent – structure debate to the duality of structure and agency, theorizing the "duality of structure" – where social structure comprises both the medium and the outcome of social action, and where agents and structures are mutually constitutive entities possessing "equal ontological status" (Jary & Jary, 1995, pp. 664, 774). Put, in Giddens words, the “duality of structures” means that structures enter "simultaneously into the constitution of the agent and social practices, and 'exists' in the generating moments of this constitution” (Giddens, 1979, p.5). Then it can be said, structures are sets of rules, resources or competencies, that actors or agents, utilize in the aggregate they reproduce. These agents are active, knowledgeable and capable of resisting power, while still reproducing the social structure.

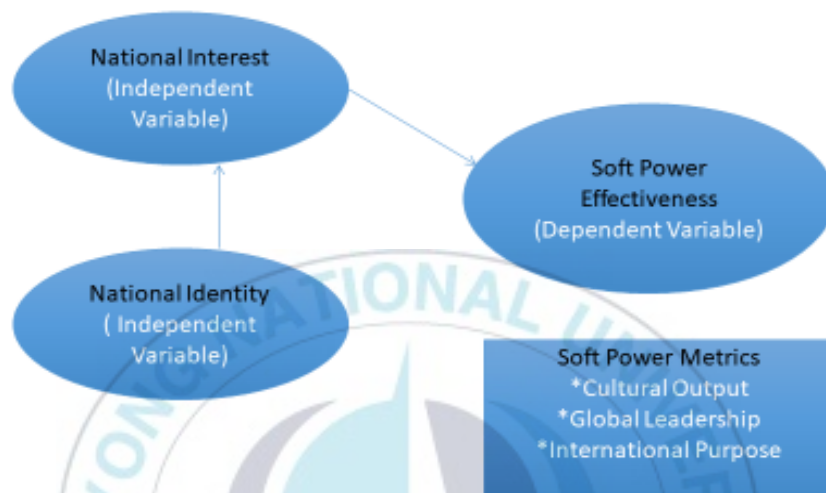
Constructivists in IR accept the idea that agents and structures are “mutually constituted”. Constructivist Alexander Wendt posits, causal powers, and the interests of agents are constituted by the practices and self-understandings of agents which in turn are constituted

and therefore explained by structures (Wendt, 1987: 359). Wendt suggests, “the agent-structure problem has its origins in two truisms about social life which underlie most scientific inquiry: 1) human beings and their organizations are purposeful actors whose actions help reproduce or transform the society in which they live; and 2) society is made up of social relationships, which structure the interactions between these purposeful actors” (Wendt, 1987, p.337).

Practices, which are material and meaningful, structural and individual (demonstrating agency), reflexive and based on knowledge, and that exact stability and change, create powerful models for the effective diffusion of ideas by management. (Adler, 2005, 2008; Adler and Pouliot, 2011a, 2011b). Patterns of social relationships define the social structure, and within it, organizations of individuals make knowledgeable decisions based on context of given situations. Understanding the mechanisms and practices in the social constitution of a given institution, is key to recognizing the pathway and ideational diffusion of social phenomena. Studying an organization’s structure helps to determine its flexibility to change and is important for successful management. This research attempts to uncover process, agency, structure and practices, at global, international and cultural centers.

Figure:3

Hypothetical Model - Soft Power Effectiveness of Korean Global & International Centers



2.6 Quantitative - Testable Hypotheses:

1) 'National Identity' enhances soft power effectiveness - 'cultural exchange' - indirectly through 'national interest', as a result of, strong political participation and representation, fitting of a strong democracy.

2) National Identity', exemplifies a trust for Korean institutions, the national agenda, as well as a sense of obligation to the national community at large.

3) Constructivist actors are social beings whose national (civic) identities 'are relevant by how they construct their 'national interests' through constantly changing normative institutional structures.

A state's behavior is motivated by a variety of interests encompassed in a state's identity.

In a healthy functioning democracy, these national interests should represent the vast majority of a nation's citizenry. These interests should be encompassed in the state's identity, in the international actors that represent a nation, in generating and motivating the behavioral dispositions of those they lead.

A state's institutions should represent the changing normative structures, and changing needs of communities and local citizenry. When institutions are representative, they build trust and social capital among the foreign and national community.

2.6.1 Quantitative - Hypotheses:

- (1) National identity (civic) positively effects soft power effectiveness.
- (2) National Identity (civic) directly and positively affects national interest.
- (3) National identity indirectly effects soft power effectiveness through national interest.

2.6.2 Qualitative Hypotheses:

- (1) Korean global, international and cultural centers have strong institutional mechanisms, that utilize soft power resources for the successful production of soft power assets (cultural outputs in this case).
- (2) Korean global, international and cultural centers exhibit a strong diversification of programs and activities (cultural outputs), necessary for soft power effectiveness.

Chapter 3. Methodology

3.1 Quantitative Methodology

3.1.1 Research Design

My analysis of Global and International (foreigner support and cultural centers) centers in South Korea is quantitative research based on the theoretical application of social constructivism theories while focusing on the soft power concept and framework. Constructivism emphasizes the role of ideas and socially constructed reality. While soft power emphasizes the ability to co-opt and attract the other rather than using coercion – hard power. This soft power attraction is achieved through its culture, political values and foreign policies. This research uses quantitative data from an independent survey plus information from magazines, newspapers, public policy think tanks, government documents, journals and websites. A 5-point Likert-type scale was used to increase response rate, response quality, along with reducing respondent's frustration level. Likert scale surveys provide the researcher with highly valuable data delivering deep insights into what people think and feel about a particular topic. In addition, they are one of the most reliable ways to measure opinions, perceptions and behaviors. The data is analyzed using a theoretical framework. This research utilizes a Confirmatory Factor Analysis (CFA) while applying scientific method. CFA is used when the researcher wants to test a hypothesis statistically to verify a postulated relationship pattern between selected observed variables and their underlying latent constructs. This research specifically attempts to verify the constructivist idea, that identities directly affect interests while indirectly effecting soft power effectiveness through national interest.

3.1.2 Variables and Concepts

The survey itself is divided into three sections (refer to the appendix for the sample of the actual survey. It is drafted in Korean, but an English translated version is also provided in the appendix). To prevent confusion and misunderstanding by the respondents, the

researcher has avoided unnecessarily technical terms and phrases in the survey. The focus is on dividing into the variables - national (civic) identity (independent variable), national interest (independent variable) and soft power effectiveness (dependent variable) to determine correlation. By doing so, the researcher can form an initial picture of the causal pathway between – national identity and national interest and the effects on soft power effectiveness. As such, the survey is divided into three sections: “National Identity”, “National Interest” and “Soft Power Effectiveness”.

The researcher did not specify any specific soft power effectiveness data because the focus here was to capture the respondent’s general impression of soft power effectiveness in their respective institutions programs, rather than to test their knowledge of institutional data. Capturing the respondents’ general impression is, in the researcher’s view, more relevant, as it is the respondent’s perception, or broad sense of the question that is more valuable.

“Soft Power Effectiveness” this is referring to how successful these institutions employees feel they have affected a positive impact on the foreigner community. This involves the conversion of soft power currencies like values, culture, policies and institutions, into ‘attraction’ and ‘agenda seeking’ affective behavior outcomes in ‘others’. This can take the form of cultural acuity and repeat or growing numbers of program participants, or public diplomacy between nations including cultural exchanges. The more connections and processes that encourage the exchange of culture, the more likely those countries can build trust and understanding - key ingredients for creating lasting relations between countries, both economically and politically. The ultimate goal is to make them, mutually beneficial and self-sustainable, throughout all levels of interaction –including between publics at both the domestic and international levels. By building cooperative processes of social and cultural interaction, global and international centers are nurturing ‘attraction’ and ‘agenda seeking’ foreign and Korean communities across South Korea as well as internationally through exchanges.

“National Interest”, refers to ideas of preferences for policies that are best for a nation or

state as a whole. (Areas of national interest include, the economy, national security, and sovereignty....) Respondents indicated how closely they identified with the national interest agenda and whether they felt they played a role in the economic social and cultural successes of Korea.

“National Identity”, this is referring to one’s cohesive attachment to traditions, culture, language and politics. Korean respondents indicated how closely they identified with national identity markers for civic pride and obligation, foreign policy decisions and identity threats like globalization.

3.1.3 Measurements

A 5-point Likert-type scale was used to increase response rate and response quality along with reducing respondents’ “frustration level” (Babakus and Mangold 1992, Sachdev, S. B., & Verma, H. V. (2004)). Likert scale surveys provide the researcher with highly valuable data delivering deep insights into what people think and feel about a particular topic. In addition, they are one of the most reliable ways to measure opinions, perceptions and behaviors.

A Likert Scale is a psychometric scale concerned with psychological testing and is used in research utilizing questionnaires. The Likert scale is the sum of responses on the Likert Items (statements). Respondents evaluate the statements, giving them a quantitative value, by indicating the level of agreement or disagreement on the questionnaire. This ordinal scale type has a ranking method used to calculate the median of a data set or probability distribution. Survey questions are divided into variables under – “soft power effectiveness”, “National Interest” and “National Identity”. Respondents are asked to rank each variable on a Likert 5 - point scale (1 being strongly disagree to 5 being strongly agree). The answers to the Likert 5 – point scale provide the ordinal data, which is entered in Statistical Package for Social Sciences (SPSS) software used in creating and analyzing of preliminary data. Next, it’s uploaded into Analysis Moment of Structures Software (AMOS) for the

Structural Equation Modeling (SEM), where model analysis and the final structure model are created. SEM's are commonly used in psychological research as well as in the social sciences, statistics, business and marketing. The SEM provides fit-statistics assessing the matching of model and empirical data. SEM's simultaneously analyze structural relationships between measured variables and latent constructs, through a combination of factor analysis and multiple regression analysis techniques. If the fit is acceptable, the relationships between latent (structural model) and observed variables (measurement model), including the dependencies between latent variables, are regarded as being supported by the data (Nachtigall, Kroehne, Funke, Steyer, 2003).

Measurement of Dependent Variable Soft Power Effectiveness

spe1 You are proud of the way this institution integrates diverse ethnic groups into society.

spe2 Your institutions programing creates processes of inter-cultural learning.

spe3 You feel your institution promotes a diverse multicultural and multiethnic community.

spe4 You feel your work is making an impact on the Korean and Foreign community.

spe5 This institution was created to promote a globalized community.

Measurement of Independent Variable National Interest

ni1 Your Korean identity is strengthened by the success of Korean multi-national companies.

ni2 Korea's strong national identity is linked to the economic success of Korean chaebols.

ni3 You feel your identity is significantly linked to Korea's national interests.

ni4 You have a role to play in the economic, social and cultural success of your nation.

ni5 You believe people should prioritize to put the national interest first.

Measurement of Independent Variable National Identity (civic)

nic1 You feel Korea has a strong civic orientated, rather than an ethnic based national identity.

nic2 You don't feel globalization threatens your Korean identity.

nic3 You feel your Korean identity is a mix of Confucian and western values.

nic4 You believe in civic obligation.

nic5 You feel Korea's foreign policy decisions have enhanced Korea's national identity.

nic6 You believe every eligible person should vote during elections.

3.1.4 Data Collection

Contacting and Selecting Korean Respondents

The first step of the field research process involves contacting management to gain their support for conducting research with the institutions they represent, to gain access to their employees, the potential Korean respondents. This was divided into two stages. The first stage involves a general Internet search for these Global and international centers across South Korea. The second stage focuses on contacting prospective managers for support in conducting the surveys and interviews.

Next, the researcher examined the Korean community contacts online, observed service and programing information and sent out emails to management requesting cooperation and assistance in conducting the surveys for this study. This researcher contacted 10 Foundations, International Centers and Global Centers (see table below) throughout South Korea.

For the second stage, this entailed conducting the survey questionnaires on-site at Global and International centers from August 20th to August 31st, 2018, with a total of seventy-three total questionnaires distributed.

Table 2 - Surveys and Focus Group Methodology

(Survey dates: Aug. 20th-31st, 2018) This researcher contacted 10 Foundations, International Centers and Global Centers (see table below) throughout South Korea:

Institution	Response	# Of Respondents
Seoul Global Center	Accept/Decline	14
Seoul Global Cultural Center	Accept/Decline	5
Suwon Center for International Cooperation	Accept/Decline	11
Busan Foundation for International Cooperation	Accept/Decline	13
Ulsan Global Center	Accept/ Decline	0
Gwangju International Center	Accept/Decline	13
Daejeon International Center	Accept/Decline	1
Itaewon Global Village Center	Accept/Decline	3
Dongdaemun Global Center	Accept/Decline	3
South West Global Center	Accept/Decline	10
Total		73

*Of the ten Foundations, International Centers and Global Centers, nine responded positively and accepted the researcher's survey and interview request.

This researcher recognizes that there are still some remaining limitations with these groups of respondents. This study is conducted in a cross-sectional rather than longitudinal manner; hence long-term changes in national identity, national interest and soft power effectiveness over a prolonged period of time, cannot be studied here. Also political climate or other environmental factors may influence results. Nevertheless, despite the limitations, this researcher believes that this selection of group respondents and survey respondents are the best available choice. As this is a study examining the relationships between Korean national identities, national interest and soft power effectiveness, it is practical for the study to be cross-sectional in nature. Future longitudinal studies could be built upon this present study. Regarding the selection of the Korean employee respondents from Global and International Cultural centers. This researcher accessed that this sample is representative of a population of people (agents) who are responsible for connecting with foreigners and who's daily interaction demonstrates 'a level of action', which has the potential to build a

process that ensures soft power effectiveness, and ultimately builds South Korea's soft power attraction.

After negotiations with the respective management, the institutions staff completed the survey. Each survey questionnaire section lasted 20-30 minutes, and was completed depending on staff availability during working hours. Each visit lasted approximately two hours.

The researcher stressed to each of the respondents to provide answers that they themselves felt were correct rather than providing the answers that were "expected" of them. During the survey section, the researcher observed the respondents to answer questions and to clarify areas of uncertainty, but did not influence their answers by suggesting any preferred answer, direct or implied.

3.1.5 Reliability of the Instrument - Data Analysis

In this section, the reliability of the measured items in the questionnaire are assessed using the Cronbach's alpha internal consistency test. This test's consistency, of the respondent's answers, to the items being measured in this study. When the value of Cronbach's alpha reliability test is less than 0.6, they are considered poor, questionable between 0.6 -0.65, acceptable at 0.7-0.75, good between 0.8 and 0.85 and excellent from .09 - .095 (George, D., & Mallery, P., 2003). Then, the closer the Cronbach's alpha score gets to a perfect 1.0, the better the reliability. It is commonly used in 5- point Likert scale questionnaires, to determine a constructs validity, for using in factor analysis. Table 3 indicates the Cronbach alpha scores for the latent variables being measured.

Table 3 - Reliability Statistics of Cronbach's Alpha

Latent Variable	Cronbach's Alpha Score	No of Items	Acceptability
Soft Power Effectiveness	0.858	5	Excellent
National Interest	0.798	5	Good
National Identity (civic)	0.629	3	Questionable

3.1.6 Data Analysis

This statistical section is used to help ensure plausibility of the theoretical model as well as to show the extent to which the explanatory factors appear to influence the dependent variable (Coorley, 1978). The purpose of this research was to investigate and identify the behavioral factors that affect soft power effectiveness of (quasi government) workers at international and global centers across Korea. This study used two statistical software programs for measuring the respondents. Statistical Package for Social Sciences (SPSS) was used in creating and analyzing preliminary data and Analysis Moment of Structures Software (AMOS) was used, for the Structural Equation Modeling (SEM), model analysis, and in creating the final structure model.

3.1.7 Preliminary Data Analysis

IBM SPSS version 21.0, was used to analyze the quantitative survey data, obtained from the 5- point Likert scale, questionnaire. SPSS was used to screen the variables using the squared multiple correlation, item total-statistics, to determine if responses are above 0.2 and can be included in this scale. Data collection utilized both nominal (dichotomous) and ordinal (non-dichotomous) data, appropriate for this analysis (Kline, 2016).

3.1.8 Confirmatory Factor Analysis

In a Confirmatory Factor Analysis (CFA), several statistical tests are used to determine how well the hypothesized measurement model fits or reproduces the data (Suhr,2006).

According to Joreskog (1993), the general framework for testing structural equation models (SEM's) could be strictly confirmatory (SC). This study utilizes a CFA.

A CFA was performed using AMOS, testing and confirming the relationships between observed variables under each hypothesis construct (Byrne, 2010). A CFA is normally chosen when there is a background knowledge of the underlying constructs and measurement items (Byrne, 2010) As was the case, a CFA was chosen based on the priori of knowledge of an existing relationship between the latent independent variables of 'identity' and 'interest'. This research aims to verify the constructivist relationship of the 'identity' driving 'interest', by measuring the causal pathways between them and the dependent factor of 'soft power effectiveness'. Specifically, a CFA focuses on the extent to which the observed variables are generated by the latent constructs, and the strengths of the regression paths to the observed variables, also known as the factor loadings (Byrne, 2010).

3.1.9 Goodness of Fit Indices

Goodness of fit indices describe how well a statistical model fits a set of observations. When conducting a SEM for a CFA or final model it is important to include a goodness of fit indices section. The goodness of fit measure section includes three main types, absolute fit indices, relative fit indices and parsimonious fit indices (Byrne, 2010). Absolute fit indices assess overall model fit, along with the RMSEA. Relative fit indices such as normed fit index (NFI) and comparative fit index (CFI), compare the proposed model to a baseline model. Parsimonious fit indices, are used to see if the model can be simplified or improved by specifying fewer estimated paths (Byrne, 2010). Parsimonious Normed Fit Index (PNFI) is based on NFI, and is a corrected fit indices used to make adjustments to penalize overly complex models. If the goodness- of-fit model indices indicate an adequate fit, the relations among the variables can be considered plausible along with the model.

3.1.10 Structural Equation Modelling (SEM)

Structural Equation Modelling is a form of causal modeling, that processes data through a

collection of mathematical models, computer algorithms and statistical methods, to fit to the model constructs, and in order to explain or clarify the measured significance, of the relationships among the multiple latent (unobservable) variables (Kaplan,2008; Kline,2011). SEM's simultaneously analyze structural relationships between measured variables and latent constructs, through a combination of factor analysis and multiple regression analysis techniques. Regression analysis is used to estimate the relationships between the dependent variable and one or more independent variables. They can also be used to infer the causal relationships between independent variables.

The SEM model is composed of two sub models, a measurement model and a structural model. A measurement model explains the relationship between the observed variable and unobserved construct. It shows the pattern in which each measure loads on a particular factor in a CFA. A structural model defines the relationships between unobserved variables, and if these latent variables directly or indirectly influence each other (Byrne, 2010). SEM are commonly used in the social sciences because of their ability to explain the relationships between the observed variables and unobserved constructs (latent variables) (Hancock, 2003). The software AMOS (Analysis of Moment Structure) version 21, was used in this research to study the statistical, behavioral relationships between the independent variables of identity and interest and the dependent variable soft power attractiveness.

3.2 Qualitative Methodology

3.2.1 Research Design

Korea's international, global and cultural centers, are soft power institutions, phenomenon of social practice, cultural interaction and exchange, exemplifying soft power at work. This comparative, qualitative research aims to assess soft power effectiveness of global, international and cultural centers in Korea, to create a greater sense of the mechanisms and forces influencing soft power effectiveness, among the staff of global, international and cultural centers in Korea. By analyzing institutional mechanisms, and their ability to utilize

soft power resources (Staff of global, international and cultural centers in Korea) for the production of soft power assets (cultural and educational programs and activities), we can better assess their effectiveness. This research uses qualitative data from face-face, in-depth interviews with upper and senior management at global, international and cultural centers across Korea. A qualitative, face-to-face, in-depth interview was given to seven upper management of global, international and cultural centers across Korea.

3.2.2 Variables and Concepts

“Soft Power Effectiveness” is referring to how successful these institutions mechanisms have produced soft power assets. For this research, it involves the production of soft power assets such as programs and activities of culture, education, language and values. These institutions, produce these cultural outputs, that if effective create ‘attraction’ and ‘agenda seeking’ affective behavior outcomes, in ‘others’. This can take the form of cultural acuity and repeat or growing numbers of programs and activities, program participants, or public diplomacy between nations including cultural exchanges. The more connections and processes that encourage the exchange of culture, the more likely those countries can build trust and understanding - key ingredients for creating lasting relations between countries, both economically and politically. The ultimate goal is to make them, mutually beneficial and self-sustainable, throughout all levels of interaction –including between publics at both the domestic and international levels. By building cooperative processes of social and cultural interaction, Global and International centers are nurturing ‘attraction’ and ‘agenda seeking’ across foreign and Korean communities within South Korea as well as internationally through exchanges.

“Structure” refers to the socialization process through institutions (economy, politics, religion ...) or social practices (behaviors, norms and values), on individuals or groups. These patterned relationships may influence or limit the choices and opportunities available. Interviewees indicated how institutional mechanisms functioned, constraints on the

institution and which actors exercised decision making power for their respective institution.

“Agent” refers to an individual within the social structure whose actions reproduce or transform a society. When agents act independently and make free choices while engaging in the social structure, they are demonstrating their capacity for agency.

Interviewees indicated their capacity for agency by answering questions about institutional agenda, decision makers, beneficial programs, knowledge or skills learned and vision for the future of their respective institution.

Interview questions were divided under the variables – “soft power effectiveness”, “Structure” and “Agent”.

3.2.3 Measurements

Measurement of Dependent Variable Soft Power Effectiveness

- 1) What information knowledge (transfer knowledge) is being produced at this institution? (This question was asked to determine the practices responsible for the production of soft power assets.)
- 2) Are global and international centers evaluated by the government? (This question was asked to determine the processes responsible for the production of soft power assets.)
- 3) What are this institutions ‘cultural outputs’? (This question was asked to determine managements perception of the main cultural outputs (soft power assets) being produced.)
- 4) What criteria do you use to evaluate the performance of this institution? (This question was asked to determine the practices responsible for the production of soft power assets.)

- 5) How do you measure the success of your programs? (This question was asked to determine the practices responsible for the production of soft power assets.)

Measurement of Independent Variable Structure

- 1) How does this institution function? (This question was asked to determine the processes responsible for social structure and to get a sense of who the decision makers are.)
- 2) What are the constraints on this institution? (This question was asked to determine the processes responsible for social structure and to get a sense for what constraints might interfere with production of soft power assets.)
- 3) How does this institution promote itself? (This question was asked to determine the practices responsible for social structure and to get a sense for what technology or marketing strategy is being leveraged to ensure success of soft power asset production.)
- 4) How would you rank the priorities of this institution? (This question was asked to management to determine the most prevalent structural priorities within the institution.)
- 5) Is it fair to say that local government leadership has decision making power for your institution? This question was asked to determine how much control local governmental has over processes responsible for social structure at this institution.)
- 6) Is it fair to say that the Korean government has significant decision making power over your institution? (This question was asked to determine how much control the Korean government has over processes responsible for social structure at this institution.)

Measurement of Independent Variable Agent

- 1) Who are the decision makers at/for this institution? (This question was asked to determine who the Korean government, local government and management actors

are, what the decision making processes are within the social structure, and how much decision making power or agency the agents at this institution have.)

- 2) What have you learned from working at this institution? (This question was asked to determine what level of responsibility the manager has and how much agency this social structure permits.)
- 3) Which program(s) do you feel is/are the most beneficial to the local community? (This question was asked to determine level of responsibility, which programs are most popular and how much involvement and pride they have in the production of programs and activities within the institution.)
- 4) Who sets the agenda for this institution? (This question was asked to determine who the Korean government, local government and management actors are, what the decision making processes are within the social structure, how much decision making power or agency the agents at this institution have.)
- 5) What is your vision for the future? (This question was asked to determine what level of responsibility the manager has and how much agency this social structure permits.)

3.2.4 Data Collection

A comparative, qualitative research study was used, to gain an in depth understanding of whether or not global and international centers in Korea, are successful models of soft power effectiveness. Data was collected through face-face, on-site, in-depth structured interviews with upper and senior management at seven different global, international and cultural centers across Korea. These interviews were conducted between August 20th – 31st, 2018. Of the seven upper and senior management interviewed, five were Korean and two were foreigners. All interviewees were English speakers. The similarities or differences in their responses, will illustrate which construct, ‘structure’ or ‘agent’ is more linked to the production of soft power effectiveness. This study was constructed as a cross-sectional study in an attempt to capture soft power effectiveness comparisons of all seven institutions, within a similar point in time. These institutions are conduits of public

and cultural diplomacy, representing a whole-government approach between ministries and local government. This researcher accessed that this sample is representative of a population of people (agents) who as management are civil society stakeholders responsible for connecting with foreigners and who's daily interaction demonstrates 'a level of action', of society focused diplomacy. These social actions have the potential to build a process, that ensures soft power effectiveness and potentially builds South Korea's soft power attraction. These managers/stakeholders are familiar with institutional mechanisms and practices that are essential to the production of soft power assets. Each interview lasted approximately two hours including a short tour of the center. The structured interview included three sections - structure, agent and soft power effectiveness (cultural output) (refer to appendix for sample of the survey). Data for the qualitative analysis of global, international and cultural centers programs, activities and events (cultural output) were collected during the manager interviews, from center pamphlets, and from the institutions website. The (2018) OECD Culture and Local Development Strategy Report was used to develop a criterion for analyzing the global, international and cultural centers programs and activities (cultural report).

Chapter Four: Analysis and Results

4.1 Quantitative Analysis

4.1.1 Quantitative Overview

Introduction:

This chapter empirically assesses the motivational forces of ‘national identity’ (independent variable) and ‘national interest’ (independent variable) and how they affect the dependent variable, ‘soft power effectiveness’.

4.1.2 Data Sample & Methods

The results from the surveys are presented in this chapter and are divided into several sections. The first section indicates descriptive statistics of the respondents. The second section gives descriptive statistics for the studies constructs. The third section describes the findings of the confirmatory factor analysis and its goodness-of-fit indices. The fourth section describes results of the AMOS - SEM and the hypotheses tested in this study.

Demographic Characteristics of Survey Participants

In this section the demographic characteristics of Korean respondents, of the survey questionnaire, are shown. Respondents results for gender, age, education and years of service are illustrated in table 4.1.

Gender

Table 4.1 shows that, of the respondents surveyed, 85.9 percent were female, in the Nine Korean Global and International Centers.

Age

Table 4.1 shows that a combined 60 percent (28.2% for ages 24-28 and 32.4% for ages 29-33) of the respondents were between 24 and 33 years of age.

Education

Table 4.1 indicates that 76.1 percent of the respondents are University educated while a further 16.9 percent have achieved a graduate level education.

Years of Service

Table 4.1 illustrates that 42.9 percent of respondents had under a year of service, at the nine, Korean Global and International Centers surveyed. A combined 62 percent of employees have under two years' experience.

Table 4 – Descriptive Statistics of Respondent's

Variable	Category	Frequency	Percentage
Gender	Male	10	14.1
	Female	61	85.9
Age	19-23	2	2.8
	24-28	20	28.2
	29-33	23	32.4
	34-38	12	16.9
	39-43	9	12.7
	44-older	5	7.0
Education	High School	5	7.0
	University	54	76.1
	Graduate	12	16.9
Years of Service	under 1 -year	30	42.9
	1yr-1yr 11months	13	18.6
	2yr-2yr 11months	10	14.3
	3yr-3yr 11months	2	2.9
	4yr-4yr 11months	4	5.7
	5yr-5yr 11months	3	4.3
	6yr-6yr 11months	3	4.3
	7yr-7yr 11months	1	1.4
	8yr-8yr 11months	1	1.4
	10yr-10yr 11months	1	1.4
	14yr-14yr 11months	1	1.4
	16yr-16yr 11months	1	1.4

4.1.3 Results

Latent Factors

This section provides each items Cronbach's alpha reliability or internal consistency of the measuring instrument (questionnaire) or values. It is commonly used when a questionnaire utilizes multiple likert scale statements. They are used to ensure proper model fit, by determining if each latent observed variable is viable among the other observed variables. Cronbach's alpha is thus a function of the number of items in a test, the average covariance between pairs of items, and the variance of the total score. Most factor analysis programs first estimate each variable's communality as the squared multiple correlation between that variable and the other variables in the analysis. The R squared between a variable and all other variables is most often used initially to estimate a variable's communality.

A variable's communality, is the variable's variance that is accounted for by the components or factors.

Reliability of Latent Factors

Statistical Method – Factor Analysis

Data Screening – (SPSS) – National Interest

Squared multiple correlation is used to determine which responses should be included in the set being averaged. The squared multiple correlation describes how much of the variance is being explained. A correlation value less than 0.2 or 0.3 indicates that the corresponding item does not correlate very well with the scale overall and, thus, it may be dropped.

Table 5 - Descriptive Statistics of National Interest

	Squared Multiple Correlation	Cronbach's Alpha If Item Deleted
National interest Q1	0.273	0.784
National interest Q2	0.445	0.742
National interest Q3	0.542	0.722
National interest Q4	0.226	0.792
National interest Q5	0.418	0.751

Squared multiple correlation (SMC) is denoted as R squared and used as a coefficient of determination. SMC indicates how much of the variance is explained by the variable. For national interest, 27% of the variance of the model can be explained by Q1, 45% of the variance model can be explained by Q2, 54% of the variance of the model can be explained by Q3, 23% of the variance of the model can be explained by Q4 and 42% of the variance of the model can be explained by Q5. The results indicate that all the squared multiple correlation responses are above 0.2 and can be included in this scale.

Data Screening - (SPSS) - National Identity (Civic)

A correlation value less than 0.2 or 0.3 indicates that the corresponding item does not correlate very well with the scale overall and, thus, it may be dropped.

Table 6 - Descriptive Statistics of National Identity (Civic)

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Civic Identity Q1	0.094	0.567
Civic Identity Q2	0.119	0.554
Civic Identity Q3	0.077	0.616
Civic Identity Q4	0.408	0.437
Civic Identity Q5	0.324	0.522
Civic Identity Q6	0.113	0.571

Squared multiple correlation (SMC) is denoted as R squared and used as a coefficient of determination. SMC indicates how much of the variance is explained by the variable. For national identity (civic), 9% of the variance of the model can be explained by Q1, 12% of the variance model can be explained by Q2, 8% of the variance of the model can be explained by Q3, 41% of the variance of the model can be explained by Q4, 32% of the variance of the model can be explained by Q5, and 11% of the variance of the model can be explained by Q6. The results indicate that four squared multiple correlation responses are below 0.2 and may be dropped from this scale. Further analysis in AMOS for Goodness of fit may be required.

Data Screening - (SPSS) - Soft Power Effectiveness

A correlation value less than 0.2 or 0.3 indicates that the corresponding item does not correlate very well with the scale overall and, thus, it may be dropped

Table 7 - Descriptive Statistics of Soft Power Effectiveness

	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Soft Power Effectiveness Q1	0.516	0.827
Soft Power Effectiveness Q2	0.549	0.824
Soft Power Effectiveness Q3	0.599	0.803
Soft Power Effectiveness Q4	0.403	0.847
Soft Power Effectiveness Q5	0.427	0.836

Squared multiple correlation (SMC) is denoted as R squared and used as a coefficient of determination. SMC indicates how much of the variance is explained by the variable. For soft power effectiveness, 52% of the variance of the model can be explained by Q1, 55% of the variance model can be explained by Q2, 60% of the variance of the model can be explained by Q3, 40% of the variance of the model can be explained by Q4 and 43% of the variance of the model can be explained by Q5. The results indicate that all the squared multiple correlation responses are well above 0.2 and can be included in this scale.

Reliability Statistics of Cronbach's Alpha

Table 8 - Reliability Statistics of Cronbach's Alpha Coefficient

Latent Variable	Cronbach's Alpha Score	No of Items	Acceptability
Soft Power Effectiveness	0.858	5	Excellent
National Interest	0.798	5	Good
National Identity (Civic)	0.629	3	Questionable

Cronbach's Alpha also known as Tau-equivalent reliability or coefficient alpha, is the most common test score reliability coefficient (Cronbach, 1951). They are used to ensure proper model fit, by determining if each latent observed variable is viable among the other observed variables. Cronbach's Alpha coefficient is one of the most widely used criteria for assessing instruments that contain ordinal data. In this section, the reliability of the

measured items in the questionnaire are assessed using the Cronbach's alpha internal consistency test. This test's consistency, of the respondent's answers - using a 5-point Likert scale statements questionnaire, to the items being measured in this study. When the value of Cronbach's alpha reliability test is less than 0.6, they are considered poor, questionable between 0.6 -0.65, acceptable at 0.7-0.75, good between 0.8 and 0.85 and excellent from .09 - .095 (George, D., & Mallery, P., 2003). Then, the closer the Cronbach's alpha score gets to a perfect 1.0, the better the reliability. It is commonly used in 5 - point Likert scale questionnaires, to determine a constructs validity and internal consistency for using in factor analysis.

A Cronbach's Alpha score of .9 for Soft Power Effectiveness indicates an excellent internal consistency. A Cronbach's Alpha score of .8 for National Interest indicates a good internal consistency. A Cronbach's Alpha score of .63 indicates a questionable internal consistency. Both 'soft power effectiveness' and 'national interest' are acceptable constructs. National Identity (civic) has questionable, acceptability and requires further analysis.

Goodness-of-fit indices

NFI/Delta1 The Bentler-Bonett (1980) Normed Fit Index (NFI) (Amos)

(Relative Fit Indices)

The normed fit index (NFI) analyzes the discrepancy between the chi-squared value of the hypothesized model and the chi-squared value of the null model (Bentler, Bonett, 1980).

Table 9 - Normed Fit Index (NFI) (Amos)

Model	NFI Delta 1
Default Model	0.799
Saturated Model	1
Independence Model	0

NFI indicates that the model being evaluated has a discrepancy that is between the

(terribly fitting) independence model and the (perfectly fitting) saturated model. In this case 80% of the way to a perfect fit. "In our experience, models with overall fit indices of less than .9 can usually be improved. These indices, and the general hierarchical comparisons described previously, are best understood by examples." (Bentler & Bonett, 1980, p. 600, referring to both the NFI and the TLI).

A major drawback to this index is that it is sensitive to sample size, underestimating fit for samples less than 200 (Mulaik et al, 1989; Bentler, 1990), and is thus not recommended to be solely relied on (Kline, 2005). This qualitative research had a sample size of N71, likely underestimating fit. At .799 this model may require some improvements but is a good working model with an acceptable fit.

Tucker Lewis Index (TLI) (AMOS) (Relative Fit indices) (also referred to as NNFI)

The Tucker Lewis Index (TLI), is a goodness of fit index that compares null model fit with proposed model fit by taking degrees of freedom of both models into account. Relative fit indices compare a chi-square for the model tested to one from a so-called null model - also called a baseline model or independence model. TLI is less affected by sample size and for this reason is highly recommended for model evaluation. Also known as Bentler-Bonett non-normed fit index (NNFI). Hu and Bentler (1998,1999) support the continued use of TLI because TLI is relatively insensitive to sample size. (Hoe, 2003; Garson, 2009). TLI ranges from 0 to 1, with values closer to 1 indicating a better fit.

Table 10 – TLI (The Tucker-Lewis coefficient) (AMOS) (Relative Fit indices)

(Baseline Comparisons) Model	TLI rho2
Default Model	0.921
Saturated Model	
Independence Model	0

“In our experience, models with overall fit indices of less than .9 can usually be improved substantially. These indices, and the general hierarchical comparisons described previously, are best understood by examples” (Bentler & Bonett, 1980, p. 600) (referring to both the NFI and the TLI).

The typical range for TLI lies between zero and one, but it is not limited to that range. TLI values close to 1 indicate a very good fit. A TLI ratio of .921 is an example of a very good fit indices and an acceptable threshold value.

IFI - Incremental Fit Index (Bollen’s Relative Fit Index)

Relative fit indices also called “incremental fit indices”, compare the chi-square value for the hypothesized model to one from a “baseline” model -- also called a null model or independence model (McDonald, Ho, 2002).

An Incremental Fit Index (Comparative Fit Index) -- measures the proportionate improvement in fit by comparing a target model with a more restricted, nested baseline model. A null model in which all the observed variables are uncorrelated is the most typically used baseline model. Baseline Comparisons are comparing the given model with an alternative model.

Table 11 – Incremental Fit Index (IFI) (Bollen’s Relative Fit Index) (AMOS)

(Baseline Comparisons) Model	IFI delta2
Default Model	0.95
Saturated Model	1
Independence Model	0

IFI should be equal to or greater than .90 to accept the model (Kula, 2011). IFI values close to 1 indicate a very good fit. An IFI value of .95 indicates a very good fit.

Comparative Fit Index (CFI)(AMOS) (Relative Fit Index) (Non-centrality-based indices)

Comparative fit index (CFI) is used to analyze the model fit, by examining the discrepancy between the data and the hypothesized model, while adjusting for the issues of sample size inherent in the chi-squared test of model fit (Gatignon, 2010). CFI avoids underestimation of fit associated with small sample sizes (N) in Bentler and Bonett's (1980) NFI (p.41).

Table 12 - CFI (Relative Fit Index) (AMOS)

(Baseline Comparisons) Model	CFI
Default Model	0.945
Saturated Model	1
Independence Model	0

CFI should be equal to or greater than .90 to accept the model Tanaka (1993) and Kline (2016). The CFI is truncated to fall in the range from 0 to 1. CFI values close to 1 indicate a very good fit. A CFI value of .945 indicates that 95% of the covariation in the actual data are reproducible by the proposed model. A value of .945 indicates a very good fit.

RMSEA (Root Mean Square Error of Approximation) (AMOS) (Absolute Fit Indices) (Noncentrality-based indices) (Parsimony-Adjusted Measures)

Absolute model fit indices use Chi-square criteria to determine the degree to which the sample data, fit the structural equation model. Many scholars using SEM advise that RMSEA is one of the best performing goodness of fit indexes to evaluate model fit (McDonald, Ho, 2002).

Steiger and Lind (1980) introduced the use of the population discrepancy function as a measure of model adequacy. The population discrepancy function is the value of the discrepancy function obtained by fitting a model to the population moments rather than to sample moments (p.36).

**Table 13 - RMSEA (Root Mean Square Error of Approximation) (AMOS)
(Absolute Fit Indices)**

(Baseline Comparisons) Model	RMSEA
Default Model	0.062
Independence Model	0.219

Absolute fit indices like RMSEA are used to assess the function-ability of the overall model fit. A value of 0.05 or less indicates a really close fit model (Browne and Cudeck, 1993). A value of 0.0 indicates the exact fit of the model. The value of about 0.08 or less for the RMSEA would indicate a reasonable error of approximation and you would not want to employ a model with a RMSEA greater than 0.1 (Browne and Cudeck, 1993).

RMSEA of between 0.08 to 0.10 provides a mediocre fit and below 0.08 shows a good fit (MacCallum et al, 1996). Hu and Bentler's (1999) research indicated values .06 or less as good models. These research results at a value of .062, indicates a good or close model fit.

CMIN/DF (chi square/degree of freedom ratio) (AMOS) (Absolute Fit Indices)

CMIN/DF (χ^2 / df) is the minimum discrepancy divided by its degrees of freedom; the ratio should be close to 1 for correct models. Wheaton et al. (1977) suggest a ratio of approximately five or less 'as beginning to be reasonable.' Byrne (2006) suggested three or less as being an acceptable ratio. But according to Arbuckle (2005), it is not clear how

far from 1 we should let the ratio get before concluding that a model is unsatisfactory. Since the chi-square statistic (χ^2) is sensitive to sample size it is necessary to look at others that also support goodness of fit. χ^2 to degrees of freedom ratios in the range of 2 to 1 or 3 to 1 are indicative of an acceptable fit between the hypothetical model and the sample data (Carmines and McIver, 1981, p. 80). The P-value associated with the chi-square should exceed 0.05 (Le, 2010). A p-value of .076 would indicate an accurate fit confirming the hypothesized model.

Table 14 CMIN/DF (AMOS)

Model	CMIN/DF	P
Default Model	1.265	.076
Saturated Model	0	
Independence Model	4.351	.000

In contrast, Byrne (2006) suggested that ratio should not exceed 3 or it cannot be accepted. Since the chi-square statistic (χ^2) is sensitive to sample size it is necessary to look at others that also support goodness of fit. Under these model fit parameter's the results of 1.265 indicate an acceptable degrees of freedom ratio. Also, a P-value of .076 indicates an accurate fit confirming the hypothesized model.

Hoelter (AMOS) (Absolute Fit Indices)

Hoelter's Critical N is a goodness of fit measure used to test the adequacy of the sample size. Using the data obtained, it indicates whether the sample size of the specified model is sufficient or not (Garson, 2009).

Table 15 – Hoelter (Hoelter's Critical N) (AMOS)

Model	HOELTER	HOELTER
	0.05	0.01
Default Model	73	81
Independence Model	21	23

Hoelter's (1983) 'critical N' for a significance level of .05 indicates the largest sample size for which one would accept at the .05 level a model with this chi-square statistic and this many degrees of freedom. Seventy-three is the largest sample size for which you could accept at the .05 level, that the hypothesis of the default model is correct. In other words, if the sample size were any bigger than 73 you would reject the Default model at the .05 level. This research used a sample size of 71 indicating the model is acceptable at the .05 level as it is short by just two participants and also because the Hoelter Critical N is considered arbitrary (James Arbuckle,).

PNFI (Parsimonious Normed Fit Index) (Parsimonious Fit Indices)

The PNFI is the result of applying the James, Mulaik and Brett (1982), parsimony adjustment to the NFI: The PNFI also adjusts for degrees of freedom however it is based on the NFI (Mulaik et al 1989). These adjustments seriously penalize for model complexity which results in parsimony fit index values that are considerably lower than other goodness of fit indices. While no threshold levels have been recommended for these indices, Mulaik et al (1989) does note that it is possible to obtain parsimony fit indices within the .50 region. This research at .531 level is within Mulaik's .50 region indicating an acceptable threshold level.

Table 16 - PNFI (Parsimonious Normed Fit Index) (AMOS)

(Parsimony-Adjusted Measures) Model	PNFI
Default Model	0.531
Saturated Model	0
Independence Model	0

Confirmatory Factor Analysis Results**Table 17- Goodness-of-fit Indices for Final AMOS SEM**

Relative Fit Indices				Absolute Fit Indices			Parsimonious Fit Indices
NFI/Delta	TLI	IFI	CFI	Hoelter	RMSEA	CMIN	PNFI
.799	.921	.950	.945	73	0.062	1.265	0.531

The NFI/Delta of .799 indicates the model may require some improvements but is a good working model. A major drawback to this index is that it is sensitive to sample size, underestimating fit for samples less than 200 (Mulaik et al, 1989; Bentler, 1990), and is thus not recommended to be solely relied on (Kline, 2005). In all cases, the measures for the relative fit indices; Tucker-Lewis coefficient (TLI) of .921, incremental fit index (IFI) of .950 and Comparative Fit Index (CFI) of .945 all exceed the 0.90 recommended value for acceptable fit. Results for the Root Mean Square Error of Approximation index (RMSEA) of 0.062 indicates a value consistent with good fit models and well below the minimum recommended value of 0.08. A minimum discrepancy/degrees of freedom (CMIN/DF) of 1.265 indicates an acceptable degrees of freedom ratio, within the acceptable range of 1-3. A PNFI of .531 is within Mulaik's .50 region indicating an acceptable threshold level. Table 4.49 illustrates all of these goodness-of-fit measured values. For Hoelters critical N, if the sample size were any bigger than 73 you would reject

the default model at the .05 level. This research used a sample size of 71 only two sample size participants less than the model acceptable at the .05 level. Also, this is an arbitrary measure.

Convergent Validity - Regression Analysis

Standardized Regression Weights (AMOS)

Standardized regression weights (also called Standardized regression coefficients, beta coefficients or beta weights), are estimates resulting from a regression analysis in which the data have been standardized to ensure the variances of the dependent and independent variables are equal to 1 (Menard, 2004). Standardized data variances, allow the quantifying of the "magnitude", of the effect of one variable on another. The standardized regression weights are used since they allow the researcher to compare directly the relative effect of each independent variable on the dependent variable (Hair, Black, Babin, Anderson and Tatham 2006). From this we can learn which of the independent variables has a greater effect on the dependent variable. Table 18 presents the standardized regression estimates and allowed us to examine the direct association between the study constructs.

We note that the level of significance is based on the critical ratio (CR) of the regression estimate (Biswas, Giri & Srivastava, 2006; Byrne, 2001). When CR values are greater than or equal to 2.58, this indicates a 99 percent level of significance in all of the CR values.

Table 18 - Standardized Regression Weights (AMOS)

Standardized Regression Weights	Estimate	C.R.	P
ni <----- nic	0.805	4.438	***
spe <----- ni	0.384	2.757	0.006
ni1 <----- ni	0.544	4.352	***
ni2 <----- ni	0.707	5.82	***
ni3 <----- ni	0.803		
ni4 <----- ni	0.567	4.581	***

ni5 <----- ni	0.708	5.824	***
nic1 <----- nic	0.391	2.858	0.004
nic4 <----- nic	0.782		
nic5 <----- nic	0.657	4.555	***
spe1 <----- spe	0.74	6.581	***
spe2 <----- spe	0.762	6.816	***
spe3 <----- spe	0.838		
spe4 <----- spe	0.661	5.73	***
spe5 <----- spe	0.7	6.154	***

Critical Ratio's(CR) & P- Values(P) (AMOS)

P is the probability of getting as large a discrepancy as occurred with the present sample (under appropriate distributional assumptions and assuming a correctly specified model). That is, P is a “p value” for testing the hypothesis that the model fits perfectly in the population. P measures randomness. If P is less than .005, then 99.5% is not randomness, and is therefore statistically significant. This research indicates that all P- values with the exception of spe <--- ni standardized regression weight, have P- values less than .005, than 99.5% is not randomness, which means all but one of the loading factors are statistically significant.

Table 19 - Critical Ratio's (CR) & P- Values (P) (AMOS)

Standardized Regression Weights		
	C.R.	P
ni <----- nic	4.438	***
spe <----- ni	2.757	0.006
ni1 <----- ni	4.352	***
ni2 <----- ni	5.82	***
ni3 <----- ni		
ni4 <----- ni	4.581	***

ni5 <----- ni	5.824	***
nic1 <----- nic	2.858	0.004
nic4 <----- nic		
nic5 <----- nic	4.555	***
spe1 <----- spe	6.581	***
spe2 <----- spe	6.816	***
spe3 <----- spe		
spe4 <----- spe	5.73	***
spe5 <----- spe	6.154	***

*** = p-value < 0.000

Critical Ratio values describe the statistics formed by dividing an estimate by its standard error and is testing that the estimate is statistically different from zero. When there is sufficient sample size, the critical ratio resembles a normal distribution. A value of 1.96 or greater indicates two sided significances at the standard 5% level. When the critical ratio is greater than 1.96 for a regression weight, that path is significant at the .05 level (Gao, Mokhtarian & Johnston, 2008).

Based on the probability level of .05, then the test statistic needs to be greater than or equal to 1.96. All the C.R. values are greater than 1.96, indicating good model fit and suggesting sufficient sample size. The P Values associated with the regression weights are vastly significant at the .05 level. Indicating that the null hypothesis can be rejected.

Path Hypotheses Results

Hypotheses 1 can be accepted with 15% of soft power effectiveness being explained or accounted for through national interest and national identity (civic). Hypotheses 2 can be accepted with 65% of the variance of national interest being accounted for through national identity. Finally, hypotheses 3 that identity indirectly effects soft power effectiveness through national interest can be accepted.

Table 20 - Path Hypotheses Results:

Hypotheses 1	National Identity positively effects soft power effectiveness	Accepted
Result	15% of the variance of soft power effectiveness can be explained or accounted for through national interest and national identity (civic). *National identity positively effects soft power effectiveness.	
Hypotheses 2	National identity (civic) directly and positively affects national interest.	Accepted
Result	65% of the variance of national interest can be accounted for through national identity. * National identity directly and positively affects national interest.	
Hypotheses 3	National Identity (civic) indirectly effects soft power effectiveness through national interest.	Accepted
Result	15% of the variance of soft power effectiveness can be explained or accounted for through national interest and national identity (civic). * National identity indirectly effects soft power effectiveness through national interest.	

Summary of Findings - Quantitative Analysis

Descriptive Statistics

Of the respondents surveyed, 85.9 percent were female, in the Nine Korean Global and International Centers. This is significant because males are not being represented in employment for positions at global international and cultural centers in the nine centers surveyed. This research shows that a combined 60 percent (28.2% for ages 24-28 and 32.4% for ages 29-33) of the respondents were between 24 and 33 years of age. Sixty percent seems like a healthy age representation for adults aged 24-33.

Of the respondents, 76.1 percent are University educated while a further 16.9 percent have achieved a graduate level education. Of the respondents surveyed 42.9 percent had under a year of service, at the nine, Korean Global and International Centers surveyed. This is a large influx of new employees in under a year. While some of these new hires can be accounted for by growth and expansion many employees indicated that under the incoming government, many partisan political changes to staff had taken place. A combined 62 percent of employees have under two years' experience. Having Sixty-two percent of employees under two-years' experience will not improve center efficiency and effective knowledge transfer. Global, international and cultural centers can build and improve center efficiency and effective knowledge transfer by creating career opportunities that encourage staff development, building experience and rewarding those employees that are skilled, creative problem solvers and that project the objectives and values of their respective centers. If mass employee changes occur with every new government administration, it will be difficult to chart future growth with so few experienced employees. Center employees are key stewards in Korea's public diplomacy for both the present and future. Having experienced people with key skill sets is ultra-important.

Descriptive Statistics for the Studies Constructs (Data Screening - SPSS)

National Interest

The squared multiple correlation describes how much of the variance is being explained. They are used to ensure proper model fit, by determining if each latent observed variable is viable among the other observed variables.

Squared multiple correlation is used to determine which responses (answers) should be included in the set being averaged. Squared multiple correlation (SMC) is denoted as R squared and used as a coefficient of determination. SMC indicates how much of the variance is explained by the variable. A correlation value less than 0.2 or 0.3 indicates that the corresponding item does not correlate very well with the scale overall and, thus, it may

be dropped. For national interest, 27% (SMC- .273) of the variance of the model can be explained by Q1, 45% (SMC- .445) of the variance model can be explained by Q2, 54% (SMC- .542) of the variance of the model can be explained by Q3, 23% (SMC- .226) of the variance of the model can be explained by Q4 and 42% (SMC- .418) of the variance of the model can be explained by Q5. The results indicate that all the squared multiple correlation responses are above 0.2 or (20% of the variance of the model) and can be included in this scale. The relationship between the observed variables and latent constructs exists.

National Identity (Civic)

Squared multiple correlation (SMC) is denoted as R squared and used as a coefficient of determination. SMC indicates how much of the variance is explained by the variable. For national identity (civic), 9% (SMC- .094) of the variance of the model can be explained by Q1, 12% (SMC- .119) of the variance model can be explained by Q2, 8% (SMC- .077) of the variance of the model can be explained by Q3, 41% (SMC- .408) of the variance of the model can be explained by Q4, 32% (SMC- .324) of the variance of the model can be explained by Q5, and 11% (SMC- .113) of the variance of the model can be explained by Q6. The results indicate that four squared multiple correlation responses (Q1, Q2, Q3 & Q6) are below 0.2 and may be dropped from this scale. Further analysis in AMOS for Goodness of fit is required. Insufficient sample size or a problem with the wording of the statement(s) may impact the CFA. The relationship between the observed variables and latent constructs exists for Q4 & Q5.

Soft Power Effectiveness

Squared multiple correlation (SMC) is denoted as R squared and used as a coefficient of determination. SMC indicates how much of the variance is explained by the variable. For soft power effectiveness, 52% (SMC- .516) of the variance of the model can be explained by Q1, 55% (SMC- .549) of the variance model can be explained by Q2, 60% (SMC- .599)

of the variance of the model can be explained by Q3, 40% (SMC- .403) of the variance of the model can be explained by Q4 and 43% (SMC- .427) of the variance of the model can be explained by Q5. The results indicate that all the squared multiple correlation responses are well above 0.2 and can be included in this scale. The relationship between the observed variables and latent constructs exists.

Reliability Statistics of Cronbach's Alpha

When the value of Cronbach's alpha reliability test is less than 0.6, they are considered poor, questionable between 0.6 - 0.65, acceptable at 0.7-0.75, good between 0.8 and 0.85 and excellent from .09 - .095 (George, D., & Mallery, P., 2003). Then, the closer the Cronbach's alpha score gets to a perfect 1.0, the better the reliability. It is commonly used in 5 - point Likert scale questionnaires, to determine a constructs validity and internal consistency for using in factor analysis.

A Cronbach's Alpha score of .9 for Soft Power Effectiveness indicates an excellent internal consistency. A Cronbach's Alpha score of .8 for National Interest indicates a good internal consistency. A Cronbach's Alpha score of .63 indicates a questionable internal consistency. Both 'soft power effectiveness' and 'national interest' are acceptable constructs. National Identity (civic) has questionable, acceptability and requires further analysis. Insufficient sample size or a problem with the wording of the statement(s) may have impacted the CFA.

Findings of the Confirmatory Factor Analysis and its Goodness-of-Fit Indices.

Normed Fit Index (NFI) (Amos)

An NFI of .799 indicates that this model is 80% of the way to a perfect fit. Models with overall fit indices of less than .9 can usually be improved. NFI is sensitive to sample size, underestimating fit for samples less than 200 (Mulaik et al, 1989; Bentler, 1990), and is thus not recommended to be solely relied on (Kline, 2005). This qualitative research had

a sample size of N71, likely underestimating fit. At .799 this model may require some improvements but is a good working model with an acceptable fit.

Tucker Lewis Index (TLI) (Amos)

TLI is less affected by sample size and for this reason is highly recommended for model evaluation. Hu and Bentler (1998,1999) support the continued use of TLI because TLI is relatively insensitive to sample size. (Hoe, 2003; Garson, 2009). TLI ranges from 0 to 1, with values closer to 1 indicating a better fit. Models with overall fit indices of less than .9 can usually be improved substantially. TLI values close to 1 indicate a very good fit. This TLI ratio of .921 is an example of a very good fit indices and an acceptable threshold value. This model can be accepted according to this TLI result.

Incremental Fit Index (IFI)

An Incremental Fit Index (Comparative Fit Index) -- measures the proportionate improvement in fit by comparing a target model with a more restricted, nested baseline model. IFI should be equal to or greater than .90 to accept the model (Kula, 2011). IFI values close to 1 indicate a very good fit. This IFI value result of .95 indicates a very good fit. This model can be accepted according to this IFI result.

Comparative Fit Index (CFI)

Comparative Fit Index (CFI) is used to analyze the model fit, by examining the discrepancy between the data and the hypothesized model, while adjusting for the issues of sample size inherent in the chi-squared test of model fit (Gatignon, 2010). CFI avoids underestimation of fit associated with small sample sizes (N) in Bentler and Bonett's (1980) NFI (p.41).

CFI should be equal to or greater than .90 to accept the model

Tanaka (1993) and Kline (2016). The CFI is truncated to fall in the range from 0 to 1. CFI values close to 1 indicate a very good fit. This CFI value result of .945 indicates that 95% of the covariation in the actual data are reproducible by the proposed model. A value of .945 indicates a very good fit. This model can be accepted according to this CFI result.

Root Mean Square Error of Approximation (RMSEA)

Absolute model fit indices use Chi-square criteria to determine the degree to which the sample data, fit the structural equation model. Many scholars using SEM advise that RMSEA is one of the best performing goodness of fit indexes to evaluate model fit (McDonald, Ho, 2002). RMSEA of between 0.08 to 0.10 provides a mediocre fit and below 0.08 shows a good fit (MacCallum et al, 1996). Hu and Bentler's (1999) research indicated values .06 or less as good models. These research results at a value of .062, indicates a good or close model fit. This model can be accepted according to this RMSEA result.

Minimum Discrepancy (CMIN/DF)

Byrne (2006) suggested that ratio should not exceed 3 or it cannot be accepted. The P-value associated with the chi-square should exceed 0.05 (Le, 2010). Since the chi-square statistic (χ^2) is sensitive to sample size it is necessary to look at others that also support goodness of fit. Under these model fit parameter's the results of 1.265 indicate an acceptable degrees of freedom ratio. Also, a P-value of .076 indicates an accurate fit confirming the hypothesized model.

Hoelter's Critical N

Hoelter's Critical N is a goodness of fit measure used to test the adequacy of the sample size. Using the data obtained, it indicates whether the sample size of the specified model is sufficient or not (Garson, 2009). Hoelter's (1983) 'critical N' for a significance level

of .05 indicates the largest sample size for which one would accept at the .05 level a model with this chi-square statistic and this many degrees of freedom. Seventy-three is the largest sample size for which you could accept at the .05 level, that the hypothesis of the default model is correct. In other words, if the sample size were any bigger than 73 you would reject the Default model at the .05 level. This research used a sample size of 71 indicating the model is acceptable at the .05 level as it is short by just two participants and also because the Hoelter Critical N is considered arbitrary (James Arbuckle,).

Parsimony Normed Fit Index (PNFI)

The PNFI is the result of applying the James, Mulaik and Brett (1982), parsimony adjustment to the NFI: The PNFI also adjusts for degrees of freedom however it is based on the NFI (Mulaik et al 1989). These adjustments seriously penalize for model complexity which results in parsimony fit index values that are considerably lower than other goodness of fit indices. While no threshold levels have been recommended for these indices, Mulaik et al (1989) does note that it is possible to obtain parsimony fit indices within the .50 region. This research at .531 level is within Mulaik's .50 region indicating an acceptable threshold level.

Standardized Regression Weights (AMOS) - Critical Ratio's(CR) & P- Values

P is the probability of getting as large a discrepancy as occurred with the present sample (under appropriate distributional assumptions and assuming a correctly specified model). That is, P is a "p value" for testing the hypothesis that the model fits perfectly in the population. P measures randomness. If P is less than .005, then 99.5% is not randomness, and is therefore statistically significant. This research indicates that all P- values with the exception of spe <--- ni standardized regression weight, have P- values less than .005, then 99.5% is not randomness, which means all but one of the loading factors are statistically significant.

Critical Ratio values describe the statistics formed by dividing an estimate by its standard error and is testing that the estimate is statistically different from zero. When there is sufficient sample size, the critical ratio resembles a normal distribution. A value of 1.96 or greater indicates two sided significances at the standard 5% level. When the critical ratio is greater than 1.96 for a regression weight, that path is significant at the .05 level (Gao, Mokhtarian & Johnston, 2008). Based on the probability level of .05, then the test statistic needs to be greater than or equal to 1.96. All the C.R. values are greater than 1.96, indicating good model fit and suggesting sufficient sample size. The P Values associated with the regression weights are vastly significant at the .05 level. Indicating that the null hypothesis can be rejected and that the constructs are statistically valid.

Quantitative Study - Results of AMOS-SEM for Latent Variables

“The latent variable model has been proposed as an alternative to classical test theory, and is especially popular in psychometric circles. The central idea of latent variable theory is to conceptualize theoretical attributes as latent variables. Latent variables are viewed as the observed determinants of a set of observed scores; specifically, latent variables are considered to be the common cause of the observed variables” (Borsboom, 2005, p.4)

Hypotheses 1 – National Identity positively effects soft power effectiveness can be accepted, as 15% of the variance of soft power effectiveness can be explained or accounted for through national interest and national identity (civic). Hypotheses 2- National Identity (civic) directly and positively affects national interest can be accepted, as 65% of the variance of national interest can be accounted for through national identity. Hypotheses 3 – National identity (civic) indirectly effects soft power effectiveness through national interest as 15% of the variance of soft power effectiveness can be explained or accounted for through national interest and national identity (civic).

4.2 Qualitative Analysis

Abbreviations for global and International centers; Suwon Center for International Cooperation (SWCIC), Itaewon Global Village Center (IGVC), Seoul Global Cultural Center (SGCC), Seoul Global Center (SGC), Busan Foundation for International Cooperation (BFIC), Gwangju International Center (GIC) and Daejeon International Center (DIC).

4.2.1 Overview

Title, Experience and Responsibilities of Interviewees

SWCIC's interviewee's official title was - planning and management team assistant manager. She had seven years and eight months' experience at the time of the interview. Her responsibilities included, assisting in the management of Suwon center, marketing and organizing lectures. IGVC's interviewee's official title was – center director. She had four and a half years' experience at the time of the interview and she is one of two foreigner managers interviewed. Her responsibilities included, managing the center staff, programming and networking within the local community. SGCC's interviewee's official title was – general manager. She had six years' experience at the time of the interview. Her main responsibilities included, center management, staffing and marketing. SGC's interviewee's official title was – deputy director of Seoul center. He had two and a half years' experience at the time of the interview and he is one of two foreigner managers interviewed. His responsibilities included, planning and execution of events, meeting with ambassadors from other nations, center management – program decisions, management of business center, overseeing daily life center, and marketing of center to university students and staff. BFIC's interviewee's official title was – management and planning director. He had fifteen years' experience at the time of the interview. His responsibilities included, budget planning, proposals and organizing programs. This manager has been with the center since its inception and has served in many positions with varying responsibilities. GIC's interviewee's official title was – general manager. She had fifteen years' experience

at the time of the interview. Her main responsibilities included, management of GIC and human resources. DIC's interviewee's official title was – center director. He had three years' experience at the time of the interview. His main responsibilities included, budgeting, planning, and some program execution.

4.2.2 Data Sample & Methods

Measuring Soft Power Effectiveness (Qualitative Questionnaire Questions)

Abbreviations for global and International centers; Suwon Center for International Cooperation (SWCIC), Itaewon Global Village Center (IGVC), Seoul Global Cultural Center (SGCC), Seoul Global Center (SGC), Busan Foundation for International Cooperation (BFIC), Gwangju International Center (GIC) and Daejeon International Center (DIC).

To the interview question of, what information knowledge (transfer knowledge) is being produced at this institution? Both SGC and SGCC management indicated, that there is a transfer of knowledge, on how to operate a fully integrated global center among the seven SGC Global Village branches, for daily living skills, Korean language development and business counseling and consulting. In addition, an SGC led newsletter is shared among its branches and centers. Both SWCIC and GIC indicated, that there is a transfer of knowledge at KF led workshops, with knowledge sharing and benchmarking on projects, as well as creating new ideas and ensuring commitment from centers to cooperate on projects. Both BFIC and DIC management indicated, that there is a transfer of knowledge, on how to interact with foreigners from other cultures, and how to create cooperation and international understanding. SWCIC management indicated, that there is a transfer of knowledge at KF led workshops, to create ideas and to get the commitment from centers to cooperate on projects. IGVC management indicated, that there is a transfer of knowledge within the

‘study buddy’ program at IGVC, which is basically a free one-on-one language exchange service for foreigners wanting to learn Korean from volunteers. SGCC management indicated, that there is a transfer of knowledge on how to operate a fully integrated global center among SGC Global Village branches, and also by a SGC led newsletter shared among its branches and centers. SGC management indicated, that there is a transfer of knowledge to SGC Global Village branches and centers for daily living skills, Korean language development and business counseling and consulting. BFIC management indicated, that there is a transfer of knowledge through international understanding and cooperation and how to interact with foreigners from various countries. GIC management indicated, that there is a transfer of knowledge at KF led workshops, with knowledge sharing and benchmarking on projects. DIC management indicated, that there is a transfer of knowledge on how to interact with and appreciate other cultures.

To the interview question of, are global and international centers evaluated by the government? All seven global and international centers management interviewed, indicated that their center is evaluated by their respective local government - city hall. SWCIC management indicated, that they are evaluated by Suwon city hall. IGVC management indicated, that they are evaluated by Yongsan district office and Seoul Metropolitan office once a year. SGCC management indicated, that they are evaluated by Seoul Metropolitan office. SGC management indicated, that they are evaluated by Seoul Metropolitan office every two years and on the welfare division at SGC 4-5 times per year by the elected city council. BFIC management indicated, that they are evaluated by Busan city hall. GIC management indicated, that they are evaluated on KF led projects with a follow-up evaluation on how successful the project was, and by Gwangju city hall on performance of center. DIC management indicated, that they are evaluated by Daejeon city hall.

To the interview question of, what are this institutions ‘cultural outputs’? All seven global and international centers management interviewed, indicated that their cultural outputs included, Korean language classes, cultural crafts, daily living support for foreigners – in

multiple languages and cultural events and festivals. SWCIC management indicated, that its cultural outputs are Korean language classes, and cultural programs and activities such as a traditional tea ceremony, temple stays in Suwon area and Korean cuisine, make and taste classes. IGVC management indicated, that its cultural outputs are, cultural crafts, Korean language, and health programs such as how to make healthy Korean foods. SGCC management indicated, that its cultural outputs are over thirty cultural programs including, Korean language classes, crafts, interactive K-pop dance classes, making and tasting traditional Korean food, trying on Korean traditional dress with all programs and activities exhibiting Korean culture. SGC management indicated, that its cultural outputs are providing counseling services in twelve languages, Korean language classes, organizing and running Seoul town meeting, the foreign flea market and various holiday cultural events. BFIC management indicated, that its cultural outputs are organizing and running the 'global gathering' cultural festival, cultural exchanges, youth leadership programs and Korean and foreign language classes. GIC management indicated, that its cultural outputs are Korean language classes, internships, cultural exchanges, KF led programs and daily living support for foreigners. DIC management indicated, that its cultural outputs are multicultural stage performances, food stalls, organizing and running a charity bazar, Korean and foreign language classes and a sports day with all the local universities.

To the interview question of, what criteria do you use to evaluate the performance of this institution? Six (SWCIC, IGVC, SGCC, BFIC, GIC, DIC) of the seven global and international centers management interviewed, indicated that the number of participants in programs was an important criterion on their centers performance evaluation. SGC being the exception, is the flagship for Seoul, and has seven branch global villages, two business centers and two more branch global centers under its supervision. So, its performance evaluation, is on a much more, macro scale. In addition, with such a large population of foreigners and resident's, participation numbers are not an issue. Three (SWCIC, IGVC and SGCC) of the seven global and international centers management interviewed, indicated that, 'changes made since the previous evaluation', was an important criterion on

their centers performance evaluation. Three (SGC, BFIC and DIC) of the seven global and international centers management interviewed, indicated that following city hall operational procedures and guidelines, was an important criterion on their centers performance evaluation. SWCIC management indicated, that Suwon metropolitan government focuses on changes made since the previous evaluation and also by participation numbers in programs and activities, to evaluate the performance of this institution. IGVC management indicated, that Seoul metropolitan government focuses on changes made since the previous evaluation and also by participation numbers in programs and activities, to evaluate the performance of this institution. SGCC management indicated, that Seoul metropolitan government focuses on changes made since the previous evaluation and also on participation numbers in programs and activities, to evaluate the performance of this institution. SGC management indicated, that following operational procedures and spending money in accordance with the SGC business plan are the criteria used to evaluate the performance of this institution. BFIC management indicated, that following procedures and guidelines for funding, and also the participation numbers in programs and activities, are the criteria used to evaluate the performance of this institution. GIC management indicated, they are evaluated on performance by Gwangju city hall, by using the criteria; the number of visitors to the center, the number of participants in programs, how they benefitted from the programs, and also by the number of tourist questions. DIC management indicated, that they are evaluated by Daejeon metropolitan government who focuses on, the number of visitors to the center, the number of participants in programs, success of events, the ability to follow Daejeon city hall procedures and guidelines, and staying within the budget.

To the interview question of, how do you measure the success of your programs? Five (SWCIC, IGVC, SGC, BFIC, DIC) of the seven global and international centers management indicated, that they measure success, by the number of participants in programs. Four (SGCC, SGC, BFIC and GIC) of the seven global and international centers management indicated, that they measure success, by the amount of positive feedback from participant's satisfaction surveys. Both SWCIC and DIC management indicated, that they

also measure success, on whether the programs and events are executed successfully. SWCIC management indicated, that they measure success by, the number of participants in programs and whether the programs are executed properly. IGVC management indicated, that they measure success by, the number of participants in programs verse the cost of running the program. SGCC management indicated, that they measure success by, positive feedback from participant's satisfaction surveys and a successful annual review from Seoul metropolitan government. SGC management indicated, that they measure success by, the number of participants in programs, the positive feedback from participant's satisfaction surveys and successful audits from Seoul metropolitan government. BFIC management indicated, that they measure success by, the number of participants in programs and the positive responses in the participant's satisfaction surveys. GIC management indicated, that they measure success by, increases in funding from Gwangju city hall, and if their programs remain sustainable and successful for participants. DIC management indicated, that they measure success by, the number of participants in programs and events, as well as whether the programs and events are executed successfully.

The Effect of Structure on Soft Power Effectiveness
(Qualitative Questionnaire Questions)

Abbreviations for global and International centers; Suwon Center for International Cooperation (SWCIC), Itaewon Global Village Center (IGVC), Seoul Global Cultural Center (SGCC), Seoul Global Center (SGC), Busan Foundation for International Cooperation (BFIC), Gwangju International Center (GIC) and Daejeon International Center (DIC).

To the interview question of, how does this institution function? Six of the seven (SWCIC, IGVC, SGCC, SGC, BFIC, DIC) global and international centers management interviewed, indicated the head of each center (secretary general, deputy director, chairman, director or general manager), approved proposals for their respective institutions before sending them

on to local government - city hall or district office, for final approval. GIC, unlike the other international and global centers, is a private institution, so the decisions are predominantly approved internally, unless it's a KF (Korea Foundation) led program. SWCIC management indicated, teams create proposals, when manager approves - event, activity, program or idea, it's shared by 'groupware' to city hall for final approval. IGVC management indicated, teams create proposals, when director approves- event, activity, program or idea, its sent to Yongsan district office for final approval. SGCC management indicated, general manager and staff create program proposals, its sent to Seoul metropolitan government for final approval. SGC management indicated, teams create proposals when deputy director of SGC approves them, they are sent to the head of multicultural division at Seoul city hall for final approval. BFIC management indicated, teams create proposals, when secretary general of BFIC approves them, they are sent to the vice mayor – Busan city hall for final approval. GIC management indicated, teams create proposals and the general manager and director make final decisions. DIC management indicated, the director suggests new programs and the DIC secretary general and Daejeon city hall gives final approval.

To the interview question of, what are the constraints on this institution? Five of the seven (SWCIC, IGVC, SGC, GIC, DIC) global and international centers management interviewed, indicated that available budget was a constraint for their institution. Many constraints varied from institution-to-institution. Aside from budget, many of these constraints restrict the processes and effectiveness of management and appear very fixable. This may indicate a bureaucratic, top-down management approach, that requires some adjustment, to allow employees to actively brainstorm for ideas, and participate in trouble shooting with management, to improve the flow of institutional processes and develop strategic management ideas. SWCIC management listed, available budget and difficulty getting new employees to participate as constraints on this institution. IGVC management listed, available budget and government rules that restrict partnerships with private institutions, as constraints on this institution. SGCC management indicated, that SGCC

programs have limited space, so a foreigner only policy was established, as a constraint on this institution. SGC management listed, available budget, making changes to budget allocation strategy (impossible to make changes once allocations made), as constraints on this institution. BFIC management indicated, that ‘it’s hard to know who we are sometimes – government or civilian’, and many changes in leadership, with a new direction taken each time, as constraints on this institution. GIC management listed, budget issues for certain programs and more overlap in programs and services with new organizations opening up in Gwangju, as constraints on this institution. DIC management listed, available budget and the need for more employees, as constraints on this institution.

To the interview question of, how does this institution promote itself? Five of the seven (SWCIC, IGVC, SGCC, SGC, BFIC) global and international centers management interviewed, indicated that their institution promotes itself utilizing, You Tube and Facebook, in addition to the institutions website and newsletter. Both the GIC and DIC indicated that they rely on events to promote themselves. SWCIC management indicated that their institution promotes itself utilizing, You Tube, Kakao, Facebook, the SWCIC website and also through city hall. IGVC management indicated that their institution promotes itself utilizing, You Tube, Facebook, the SGC website, an IGVC newsletter and mass emailers. SGCC management indicated that their institution promotes itself utilizing, You Tube, Facebook, the IGVC website, a SGCC newsletter, Instagram, and through university presentations and embassies. SGC management indicated that their institution promotes itself utilizing, You Tube, Facebook, SGC website, SGC newsletter, university presentations and embassies. BFIC management indicated that their institution promotes itself utilizing, You Tube, Facebook, the BFIC website, BFIC newsletter, and a BFIC magazine. GIC management indicated that their institution promotes itself utilizing, You Tube, the GIC website, and through events and networking. DIC management indicated that their institution promotes itself utilizing, Facebook, the DIC website and through events. To the interview question of, how would you rank the priorities of this institution? Five (IGVC, SGC, BFIC, GIC, DIC) of the seven global and international centers

management interviewed, indicated that foreigner support, was priority of their institution. Three (SWCIC, SGCC, BFIC) of the seven global and international centers management interviewed, indicated that fostering a Korean global mindset, was a priority of their institution. Two (SWCIC, DIC) of the seven global and international centers management interviewed, listed international exchanges with sister and friendship cities, as a priority of their institution. SWCIC management listed, promoting international exchanges, developing a Korean global mindset, and helping to ensure Suwon's continued economic development, as the main priorities of this institution. IGVC management listed, helping foreigners adapt to Korea and promoting a foreigner friendly environment, as the main priorities of this institution. SGCC management listed, multicultural development and tourism, as the main priorities of this institution. SGC management listed, education and daily living programs, as the main priorities of this institution. BFIC management listed, international cooperation, fostering a Korean global mindset and foreigner support, as the main priorities of this institution. GIC management listed, foreigner support and setting up internships, as the main priorities of this institution. DIC management listed, international exchanges with sister and friendship cities and foreigner support, as the main priorities of this institution.

To the interview question of, is it fair to say that local government leadership has decision making power for your institution? Six (SWCIC, IGVC, SGCC, SGC, BFIC, DIC) of the seven global and international centers management interviewed, indicated City hall had decision making power over their institution. Even though the GIC is a private, non-profit center, the local governments leadership still has some decision making power over it because 80% of their institutions budget comes from Gwangju city hall subsidies. SWCIC management indicated, this institution's local government leadership, with decision making power, was the Suwon City Mayor. IGVC management indicated, this institution's local government leadership, with decision making power, were the managers at the Yongsan district office. SGCC management indicated, this institution's local government leadership with decision making power, was Seoul metropolitan government. SGC

management indicated, this institution's local government leadership with decision making power, was the head of multicultural division at Seoul city hall and city council. BFIC management indicated, this institution's local government leadership with decision making power, was the international relations department at Busan city hall. GIC management indicated, this institution's local government leadership has some decision making power over it because, 80% of their institutions budget comes from Gwangju city hall subsidies. DIC management indicated, this institution's local government leadership, with decision making power, was Daejeon city hall.

To the interview question of, is it fair to say that the Korean government has significant decision making power over your institution? Five (SWCIC, SGC, BFIC, GIC, DIC) of the seven global and international centers management interviewed, indicated that for KF led programs, the Korean government has significant decision making power over their institution. Two (SWCIC, BFIC) of the seven global and international centers management interviewed, indicated for KOICA programs, the Korean government has significant decision making power over their institution. SWCIC management indicated, that for KF and KOICA led programs, the Korean government has significant decision making power over their institution. IGVC management, only indicated the Yongsan district office as having decision making power over it. SGCC management indicated, Korea Tourism – SGCC Seoul tour stop, has some decision making power over their institution. The SGCC acts as a cultural incubator for SGC Global Village branches, by lending the use of their facilities and by providing new ideas for programs and activities. SGC management indicated, that for KF led programs the Korean government has significant decision making power over their institution. BFIC management indicated, that for KF and KOICA led programs the Korean government has significant decision making power over their institution. GIC management indicated, that for KF led programs the Korean government has significant decision making power over their institution. DIC management indicated, that for KF led programs the Korean government has significant decision making power over their institution.

The Effect of Agents on Soft Power Effectiveness
(Qualitative Questionnaire Questions)

To the survey question of, who are the decision makers at/for this institution? All seven Global and International Centers managers surveyed indicated that local government – city hall or district office and the head of each center (chairman, director or general manager) were the main decision makers for each institution. In GIC's case, less direct approval from city hall was necessary because it is a private non-profit organization. SWCIC indicated that, Yoon Keoun-mo (chairman of SWCIC) and Yoon Tae Young (mayor of Suwon) are the main decision makers at/for this institution. IGVC listed, Yongsan district office and Seoul metropolitan government as the main decision makers at/for this institution. SGCC indicated, Seoul metropolitan government and SGCC general manager as the main decision makers at/for this institution. SGC listed, Seoul metropolitan government and Deputy Director of SGC (Paul Carver) as the main decision makers at/for this institution. BFIC indicated, Busan City Hall – international relations department head and Secretary General for BFIC (Alok Roy) as the main decision makers at/for this institution. GIC listed, the Director of GIC (Dr. Shin), general manager (Minsu Kim) and Gwangju City Hall, to some extent, as the main decision makers at/for this institution. DIC indicated, Daejeon City Hall and DIC – secretary general, as the main decision makers at/for this institution.

To the survey question of, what have you learned from working at this institution? SGCC, BFIC and DIC managers all listed, to be multicultural minded as key skills or knowledge learned from working at this institution. The variations in answers to this question can be accounted for by responsibilities within their respective institutions and individual management development. SWCIC listed, how to host and prepare lectures and the process of marketing as key skills or knowledge learned from working at this institution. IGVC listed, learning how to deal with Yongsan district office and the local council as key skills or knowledge learned from working at this institution. SGCC indicated, to be more multicultural minded, and how to manage center responsibilities, as key skills or

knowledge learned from working at this institution. SGC indicated, foreigners have a very wide variety of experiences from living here, as key knowledge learned from working at this institution. BFIC listed, to be more multicultural minded, as key skills or knowledge learned from working at this institution. GIC indicated, networking skills, service center knowledge and experience, and people skills, as key skills or knowledge learned from working at this institution. DIC listed, to be multicultural minded and how to interact with foreigners, as key skills or knowledge learned from working at this institution.

To the survey question of, which program(s) do you feel is/are the most beneficial to the local community? All seven global and international centers management surveyed, made varied choices, when selecting the most beneficial program, specific to the needs of their respective local community. This highlights the need for flexibility in structure when effectively customizing programming to meet the needs within each unique community. SWCIC listed, 'the night of international sister cities' – free performances, as the most beneficial program to the local community. IGVC listed, health information and free check-ups, as the most beneficial program to the local community. SGCC indicated, hangi crafts for immigrant women, as the most beneficial program to the local community. SGC listed, education, consulting and counseling services as the most beneficial programs to the local community. BFIC listed, 'global gathering' event, cultural exchange and daily living programs as most beneficial programs to the local community. GIC indicated, translation services, as the most beneficial program to the local community. DIC indicated, international activities like the 'sports day' at a local university – that allows Korean citizens the opportunity to interact with foreigners, as the most beneficial program to the local community.

To the survey question of, who sets the agenda for this institution? Five of the seven (IGVC, SGC, BFIC, GIC, DIC) global and international centers, management surveyed, indicated that local government (at least to some degree for GIC) - city hall or district office, and the head of each center (chairman, director or general manager), set the agenda for their

respective institution. SWCIC management indicated, KF (Korea Foundation), KOICA (Korean International Cooperation Agency), and the chairman of the SWCIC, set the agenda for this institution. IGVC management listed, the center director and Yongsan district government, as agenda setters for this institution. SGCC management indicated, the general manager of SGCC with input from the staff, set the agenda for this institution. SGC management indicated, deputy director of SGC (Paul Carver) and Seoul city council, as agenda setters for this institution. BFIC management listed, secretary general (Alok Roy), and International relations department chairman - Busan city hall, as agenda setters for this institution. GIC management indicated that the 'external team leader' sets new agendas for the GIC. In the past Gwangju city hall and KF (Korea Foundation) have led some programming initiatives. DIC management listed, secretary general and directors of DIC, and Daejeon city hall, as agenda setters for this institution.

To the survey question of, what is your vision for the future? All seven global and international centers management surveyed, expressed varied visions for the future of their respective institutions, aiming to fulfill the specific needs of their respective local community. Again, this highlights the need for flexibility in structure when effectively customizing programming to meet the needs within each unique community. SWCIC's management indicated, building an international exchange team, as a vision for the future of this institution. IGVC's management listed, providing free and affordable classes for Syrian and Nigerian refugees, as a vision for the future of this institution. SGCC's management indicated, expanding more cultural centers like this proto-type across Korea, as a vision for the future of this institution. The SGCC acts as a cultural incubator for program ideas in all the SGC's. SGC's management listed, providing more newcomer services and foreign retiree services, as a vision for the future of this institution. BFIC's management listed, investment in North Korea and South Korea's relationship and external commercial relations, as a vision for the future of this institution. GIC's management indicated, providing more services for immigrants, as a vision for the future of this institution. DIC's management indicated, providing better activities with larger budgets, as a vision for the future of this institution.

Soft Power Effectiveness Measured as Cultural Outputs

The (2018) OECD Culture and Local Development Strategy report was used to develop a criterion for Table#21: Qualitative Analysis of Global, International and Cultural Centers Programs and Activities (cultural outputs). Comparisons were made between the centers using OECD criteria. A percentage was calculated for each centers OECD criteria by dividing the category total number by total the number of programs and activities for each center. Next, a percentage average was calculated for each category across all seven centers. Finally, the centers were compared by the number of averages above the percentage average of all seven centers for each category.

4.2.3 Results

OECD Criteria

Education criteria include, driver's education, creative thinking classes, international exchanges, experiential learning programs and activities such as homestay's.

Culture criteria include promotion of cultural assets, production of live cultural performances, the promotion of live cultural performances, the promotion of regional cultural events and cooperation, and annual global or international festivals.

Social criteria include, creating social capital, production of public goods for a common purpose of shared understanding or norms, promotion of global attractiveness, sharing of public institutional resources, improve quality of life, improve mutual understanding, creating community minded activities and programs, providing daily living services and providing counseling services.

Economic criteria include, small business development, creation of cultural tourism assets, business support, economic development programs and job searching services.

Health criteria include, creating health promotion programs such as healthy eating/dieting, health checks and creating physical activities such as walking tours, bird watching tours, and hiking excursions.

Partner criteria include, volunteer organizations, community associations, public institutions, foundations, private firms (e.g. legal services, health care services), central government and local government, financial institutions, Universities, NGO's (Non-governmental organizations), corporations, international organizations (e.g. IO – OECD) and charities.

Digital criteria included - promotion of local participatory events to global digital platform. In this case, YouTube, a single digital platform, was chosen for an easy comparison between institutions. Promotion by both the institution and local participants were included.

Additional Criteria

Website criteria include, easy to navigate, multiple languages available, overall quality of website design, location map, institutional newsletter/magazine, clear institutional mission and values, organizational chart, photo gallery, useful links to: local partners and community information and list of programs and activities with descriptions. This criterion is used to give each center a mark out of a possible ten.

Suwon Center for International Cooperation (SWCIC)

SWCIC has a total of thirty-two programs and activities. Program and activity categories with relative number and percentage weakness, are in the economic (19%), health (13%) and digital (6-YouTube videos), criteria areas. In fairness to SWCIC, its center opened in 2011, and has the fewest number of operational years for development, of all the centers under analysis. In addition, this institution has a lot of resources devoted to KOICA – ODA activities, related to the 'make Cambodia happy' program. However, these are idea/opportunity areas for future development and growth of SWCIC programs and activities. Suggestions for program and development growth could be, regular daily living, translation and counseling services for target foreign languages and more health promotion and physical activities for international residents and Korean citizenry. A shortage of YouTube video's for 'The Night of International Friendship Cities' was noted. It would be

pertinent maybe, to partner with one of the local universities, to have the event properly filmed, along with some short interviews with festival participants.

Program and activity categories with relative number and percentage strength are social (100%), cultural (84%), partner (75%) and education (80%). Also, SWCIC's website was excellent with a nine out of ten score. SWCIC is strong in international, cultural and educational exchanges with numerous subsidies and financial support for students, citizens and corporations from sister and friendship cities as well as for Suwon, Korean citizenry.

Itaewon Global Village Center (IGVC)

IGVC has a total of fifty-three programs and activities. Program and activity categories with relative number and percentage weakness, are in the economic (8%) and partnership (26%) criterion areas. Relative to IGVC's local foreigner and Korean citizenry size, and as being a satellite branch of the SGC, it cannot be expected to compete equally in all criterion categories. Constraints on this institution include, being supervised and accountable to Yongsan district office, the SGC and Seoul Metropolitan government, and all the associated government rules that prevent partnerships with local, private institutions. These restrictions really make it difficult for a small satellite branch to budget for future growth in these program areas.

Program and activity categories with relative number and percentage strength, are social (100%), education (60%), culture (53%) and health (28%). IGVC has fifty-three programs and activities, providing an interesting variety of activities. IGVC has the highest percentage of health related programs among all seven centers. Health programs are targeted at many foreign community populations who are interested in healthy eating or vegan eating, and also to provide free health care to foreigners, immigrants and refugees in need. IGVC has the largest digital presence on You Tube of all seven centers, for its annual 'Itaewon Global Village Walking and Food Festival'.

Seoul Global Cultural Center (SGCC)

SGCC has a total of thirty-one programs and activities. Program and activity categories with relative number weakness, are in the economic (19%), health (16%) and partner (19%) criteria areas. Understanding that this is a center focused on cultural programs and activities, does leave a daunting task of program design for these weak criteria areas, as a cultural component must be present. Additional hiring of specialist staff and facility design or size changes would likely be required. As, this center is affiliated with the Seoul Tourism organization increasing partner activities may be more difficult than for other centers. Suggestions for program and development growth could be hosting staff from foreign embassies for Korean dinners or luncheons, along with an entertainment segment of a musical performance or dance. Such an event could also be coordinated as a cooperation event where both Korean and a selected foreign embassy may participate in a joint event. Another possible program idea could be, to run local food tours for tourists or foreign residents, managed and designed by the SGCC.

Program and activity categories with relative number and percentage strength, are in the social (100%), culture (84%), education (52%) and health (16%) categories. Many craft, painting, calligraphy and other Korean cultural programs and activities are incubated or developed at this center. SGCC has a very impressive digital presence on You Tube, for its K-pop dance class, an extremely popular program at the center.

Seoul Global Center (SGC)

SGC has a total of ninety programs and activities. Program and activity categories with relative number weakness, are in the health (3%) and culture (17%) criteria areas. Collectively, if you include all seven SGC supervised - global village branches and (two) branch global centers across Seoul, the health, culture and digital criteria categories, relative numbers may be sufficient. However, these are the only relative weakness areas across all criteria, and thus a consideration for program and activity development. In addition, being that the SGC is the flagship for so many branches across Seoul, it would be prudent, from an innovative, leadership standpoint, to emulate the ideal blueprint for

satellite branches. Suggestions for program and development growth could be hosting wine and cheese parties for SGC business students and local business stewards, while including a live cultural performance or art exhibit from a Korean artist. A shortage of YouTube video content could be improved upon by partnering with one of the local universities, to have events, select programs, activities and classes filmed, along with some short interviews with participants, about SGC programs, benefits and services.

Program and activity categories with relative number and percentage strength, are in the education (79%), social (100%), economic (24%) and partner (42%) categories. SGC provides seventeen general counseling services in thirteen languages. These services are on consignment to the Miral Welfare Foundation. SGC oversees it, but day to day operations, are managed by Miral Welfare Foundation. SGC also manages a business center with consulting services, classes, seminars, networking, as well as business and job fairs. SGC hosts notable events such as, Seoul Town Meeting, Global Concert, Foreign Flea Market and Expat's Day with FC Seoul.

Busan Foundation for International Cooperation (BFIC)

BFIC has a total of seventy-one programs and activities. The only program and activity category with relative number weakness within the criteria areas, was within the digital criterion (40 YouTube videos). Also, it was the only center that had less than two significant annual events. The 'Global Gathering' is a large event but maybe an additional medium sized event would be prudent. Events are great opportunities for developing community mindedness, for marketing the BFIC and for building social capital among foreign residents and participants. A shortage of YouTube video content could be improved by partnering with one of the local universities, to have select programs, activities and classes filmed, along with some short interviews with participants, about BFIC programs, benefits and services. Event ideas could possibly include organizing a 'Sports Day' for foreign and Korean citizenry, coordinating a food festival or hosting a Busan Town Meeting or providing a historical tour of Busan. Also, more physical activities like walking,

biking or hiking tours would be beneficial, both by a health and a program variation standpoint.

Program and activity categories with relative number and percentage strength, are in the education (99%), culture (87%), social (100%), economic (27%), health (18%) and partner (92%) categories. BFIC ranked the highest in the culture category, of all the seven centers. BFIC has strong program and activity cultivation.

Gwangju International Center (GIC)

GIC has a total of sixty-six programs and activities. The only program and activity category with relative number weakness within the criteria areas, was within the digital criterion (30 -You Tube videos). A shortage of You tube video content could be improved by partnering with one of the local universities, to have events, select programs, activities and classes filmed, along with some short interviews with participants, about GIC programs, benefits and services.

Program and activity categories with relative number and percentage strength, are in the education (99%), culture (73%), social (99%), economic (74%), health (17%) and partner (73%) categories. GIC ranked the highest in the economic category, of all the seven centers. GIC is strong in immigrant consulting and counseling services, daily living support and cultural exchange. GIC hosts notable events such as, Gwangju International Center Day, May Concert and The World Human Rights Forum.

Daejeon International Center (DIC)

DIC has a total of twenty-one programs and activities. Program and activity categories with relative number weakness, are in the economic (19%), health (14%) and digital (6 You Tube videos) criteria areas. An idea for economic programing maybe, providing an interview and job preparation class. Daejeon had the fewest programs of any of the seven centers. This despite being one of the oldest centers, established in 2005, and having eighteen Universities. Ideas for improving the health category could be, walking, biking and hiking tours and a healthy eating class. A shortage of You tube video content could be

improved by partnering with one of the local universities, to have select events, programs, activities and classes filmed, along with some short interviews with participants, about DIC programs, benefits and services.

Program and activity categories with relative number and percentage strength, are in the education (100%), culture (62%), social (100%) and partner (95%) criteria areas. DIC hosts events such as, Together Day Festival & International Flea Market and Sports Day for International Students. DIC ranked highest in the education and partner categories, of all the seven centers.

Summary of Findings – Qualitative Analysis

Measuring Soft Power Effectiveness

Both SGC and SGCC or 29% of management indicated, that there is a transfer of knowledge, on how to operate a fully integrated global center among the seven SGC Global Village satellite branches, for daily living skills, Korean language development and business counseling and consulting. In addition, an SGC led newsletter is shared among its branches and centers. For these specific programs, knowledge sharing does not include other cities in Korea. While local government provides the funding it would benefit the country if knowledge sharing went beyond local government. It should be possible for the Korean government to incentivize cities who share usable creative ideas. It may also be prudent for each city to take a turn hosting centers across Korea, for a best practice and benchmarking for daily living skills, Korean language development and business counseling and consulting as well as any other pertinent center programming content. These practices are essential for the production of soft power assets and ultimately in achieving soft power effectiveness.

Both SWCIC and GIC or 29% of management indicated, that there is a transfer of knowledge at KF led workshops, with knowledge sharing and benchmarking on projects, as well as creating new ideas and ensuring commitment from centers to cooperate on projects. Both BFIC and DIC or 29% of management indicated, that there is a transfer of

knowledge, on how to interact with foreigners from other cultures, and how to create cooperation and international understanding. SWCIC management indicated, that there is a transfer of knowledge at KF led workshops, to create ideas and to get the commitment from centers to cooperate on projects. These KF led workshops are ideal for KF agendas and programs but are held infrequently and should be expanded to incorporate an agenda that meets global, international and cultural centers needs outside KF's agenda. A committee could be formed to create such an agenda.

All seven global and international centers or 100% of management interviewed, indicated that their center is evaluated by their respective local government - city hall. SGC management indicated, that they are evaluated by Seoul Metropolitan office on the welfare division at SGC 4-5 times per year by the elected city council. Although the welfare and counseling services are consigned to Miral Welfare Foundation feedback from satisfaction surveys and other sources are reviewed and followed up by city council every few months. This outsourcing of counseling services to Miral Welfare Foundation a company that specializes in these types of services allows the SGC to focus on other services. Why is this being outsourced? One reason is that counseling services require specialized skills, in multiple languages. The other reason is likely that it insulates SGC from legal issues and also from direct negative feedback from the public using these services. What is lost by outsourcing? The obvious loss is to the information knowledge or transfer knowledge that could be gained and used for training at cultural centers across Korea and perhaps in some regards globally. In, addition if the counseling services are being managed by an outsourced company, it is likely crucial information is being filtered, that could be used to increase the soft power effectiveness and transparency of interactions that are taking place within the counseling services at the SGC. Perhaps meeting in the middle and having the Miral Welfare Foundation train SGC management and staff for a few years until they are ready to take on that responsibility fully. These cultural outputs are produced by institutional processes that attempt to turn soft power assets into soft power effectiveness.

Six (SWCIC, IGVC, SGCC, BFIC, GIC, DIC) of the seven or 86% of global and international centers management interviewed, indicated that the number of participants in

programs was an important criterion on their centers performance evaluation. Local governments conduct performance evaluations to ensure resources are being utilized appropriately, and to ensure maximization of available funding. Popularity of programs are key to this endeavor. Programs that do not maintain the threshold for programs and activities are removed or replaced. These practices ensure the maximization of funding and resource allocation in the production of soft power assets and ultimately in soft power effectiveness.

Three (SWCIC, IGVC and SGCC) of the seven or 43% of global and international centers management interviewed, indicated that, 'changes made since the previous evaluation', was an important criterion on their centers performance evaluation. These practices ensure that center management embrace the importance of continual operations and programing improvement.

Three (SGC, BFIC and DIC) of the seven or 43% of global and international centers management interviewed, indicated that following city hall operational procedures and guidelines, was an important criterion on their centers performance evaluation. These practices ensure the production of soft power assets are efficient and don't require negative and time consuming follow up by the local government.

Five (SWCIC, IGVC, SGC, BFIC, DIC) of the seven or 71% of global and international centers management indicated, that they measure success, by the number of participants in programs. This response indicates that of the 86% of managers that acknowledged the number of participants in programs was an important criterion on their centers performance evaluation, 71% fully measure success by the number of participants in their programs.

Four (SGCC, SGC, BFIC and GIC) of the seven or 57% of global and international centers management indicated, that they measure success, by the amount of positive feedback from participant's satisfaction surveys. Both SWCIC and DIC or 29% of management indicated, that they also measure success, on whether the programs and events are executed successfully. While the number of participants in programs is a significant measure of success, feedback from participant's satisfaction surveys, and whether the programs and events are executed successfully are also important measures of success.

The Effect of Structure on Soft Power Effectiveness

Six of the seven (SWCIC, IGVC, SGCC, SGC, BFIC, DIC) or 86% of the global and international centers management interviewed, indicated the head of each center (secretary general, deputy director, chairman, director or general manager), approved proposals for their respective institutions before sending them on to local government - city hall or district office, for final approval. These processes ensure that final decision making power is held by local government maintaining the social structure. GIC, is an anomaly, unlike the other international and global centers it is a private institution, so the decisions are predominantly approved internally, unless it's a KF (Korea Foundation) led program.

Five of the seven (SWCIC, IGVC, SGC, GIC, DIC) or 71% of global and international centers management interviewed, indicated that available budget was a constraint for their institution. Many constraints varied from institution-to-institution. Increasing the budget may or may not be possible and as such is an issue for local government. Aside from budget, many of the other constraints restrict the processes and effectiveness of management and appear very fixable. This may indicate a bureaucratic, top-down management approach, that requires some adjustment, to allow employees to actively brainstorm for ideas, and participate in trouble shooting with management. A change in this regard would improve the flow of institutional processes and help develop strategic management ideas. While this may be viewed as a break from structure it will allow agents to actively seek ways to improve processes and make employees more responsible, more accountable to the success and production soft power assets and institutional soft power effectiveness.

Five of the seven (SWCIC, IGVC, SGCC, SGC, BFIC) or 71% of global and international centers management interviewed, indicated that their institution promotes itself utilizing, You Tube and Facebook, in addition to the institutions website and newsletter. Both the GIC and DIC or 29% of global and international centers management interviewed indicated that they rely on events to promote themselves. Institutional practices and processes can be honed to improve soft power effectiveness but without leveraging technology and marketing soft power assets may not reach full potential. In a competitive world it is prudent to use all available marketing and technology tools to ensure success of soft power

asset production. Promotion of these institutions should include YouTube, social media – Facebook, center website, university's, consulates, businesses employing foreigners, and events.

Five (IGVC, SGC, BFIC, GIC, DIC) of the seven or 71% of global and international centers management interviewed, indicated that foreigner support, was a priority of their institution. Three (SWCIC, SGCC, BFIC) of the seven or 43% of global and international centers management interviewed, indicated that fostering a Korean global mindset, was a priority of their institution. Two (SWCIC, DIC) of the seven or 29% of global and international centers management interviewed, listed international exchanges with sister and friendship cities, as a priority of their institution. Each of these institutions command more than one priority. These priorities have expanded, initially from foreigner support centers, into and including, educational and cultural programing and more recently adding international exchanges with sister and friendship cities. These changes mirror Korea's economic development and a globalized world where cities actively compete for market share. The lines separating the Korean government from local government are fading away. Coordination and partnering between National, local governments, NGO's and private companies is essential to develop new markets and maintain existing ones. Six (SWCIC, IGVC, SGCC, SGC, BFIC, DIC) of the seven or 86% of global and international centers management interviewed, indicated City hall had decision making power over their institution. Local government leadership ensures consistency of decision making power, of resources and of resource allocation. In decision making processes, soft power effectiveness is very reliant on a successful working relationship between the head of each center and local government decision makers. If they trust and respect each other's opinions and experience they can be successful stewards. If agents and structures are mutually constituted in this process, the result of successful interactions of purposeful actors, it is likely such social actions will be beneficial to society. In contrast, the GIC is a private, non-profit center. However, the local governments leadership still has some decision making power over it because 80% of their institutions budget comes from Gwangju city hall subsidies. While this center exhibits more agency in decision making and resource

allocation, management indicated a level of stress related to securing city hall subsidies and attaining other sources of funding. Also, more recently new businesses with overlapping services, have become determined competition.

Five (SWCIC, SGC, BFIC, GIC, DIC) of the seven or 71% of global and international centers management interviewed, indicated that for KF led programs, the Korean government has significant decision making power over their institution. Two (SWCIC, BFIC) of the seven or 29% of global and international centers management interviewed, indicated for KOICA programs, the Korean government has significant decision making power over their institution. KF leads public diplomacy programs under the supervision of MOFA. These whole-government focused programs are developed by KF committee members - including national and local government, private sector and academic representatives. This diverse representation among committee members provides a medium for an informed public diplomacy strategy. Participation in these programs is expected and agents can experience an identity dilemma. They become confused as to whether their associated institution is of the national government, local government or non-profit persuasion. The reality is they can be a combination of all three at times. The Korean government is providing experienced and nuanced leadership to Korean public diplomacy efforts, experience that can help centers be global players. To mediate the identity dilemma, staff need to understand the full scope of why their respective centers are partnering with national government agencies including KF and KOICA. When information is properly shared so is the goal. Regular communications with center staff from local and national government leadership are essential for successful soft power effectiveness to be achieved. When agents are informed they can better represent the goals and objectives of agendas outside the daily practices and processes of each center.

The Effect of Agents on Soft Power Effectiveness

All seven or 100% of the Global and International Centers managers surveyed indicated that local government – city hall or district office and the head of each center (chairman, director or general manager) were the main decision makers for each institution. In GIC's

case, less direct approval from city hall was necessary because it is a private non-profit organization. A shared decision making relationship between the head of each center and local government allows for agents and structures to be mutually constituted in process and create successful interactions that benefit social action, the development of soft power assets and ultimately to soft power effectiveness.

SGCC, BFIC and DIC or 43% of managers listed, to be multicultural minded as a key skill or knowledge learned from working at this institution. Being multicultural minded is a key learned knowledge, some managers may have already learned previously. Variations in answers to this question can be accounted for, by their responsibilities within their respective institutions and by their individual level of management development. Variations in answers may also indicate agency in what skills or knowledge the agent deems as important or desirable to attain.

All seven or 100% of global and international centers management surveyed, made varied choices, when selecting the most beneficial program, specific to the needs of their respective local community. This highlights the need for flexibility in structure when effectively customizing programming to meet the needs within each unique community. It also indicates agency by agents in developing beneficial programs customized for their respective communities. Agency that is needed to produce successful soft power assets and ensure soft power effectiveness.

Five of the seven (IGVC, SGC, BFIC, GIC, DIC) or 71% of global and international centers, management surveyed, indicated that local government (at least to some degree for GIC) - city hall or district office, and the head of each center (chairman, director or general manager), set the agenda for their respective institution. A shared agenda setting responsibility for centers between local government and the head of each center suggests a mutually constituted process between structure and agents. A process that builds the relationship between local government and centers to the benefit of the local community and to ensuring soft power effectiveness.

All seven or 100% of global and international centers management surveyed, expressed varied visions for the future of their respective institutions, aiming to fulfill the specific

needs of their respective local community. Again, this highlights the need for flexibility in structure when effectively customizing programming to meet the needs within each unique community. This variation in answers also indicates, that agents of these institutions have some perceived agency in the future direction of their respective institution. Agency that is necessary for successful production of soft power assets and their soft power effectiveness.

Soft Power Effectiveness Measured as Cultural Outputs

SWCIC has a total of thirty-two programs and activities. Program and activity categories with relative number and percentage weakness, are in the economic (19%), health (13%) and digital (6-Youtube videos), criteria areas. Suggestions for economic programming could be providing job search activities, or cultural tourism activities such as food tours or historical walking tours. Suggestions for health programming could be hiking or biking tours to destinations in or a short distance from Suwon. A shortage of Youtube video's for 'The Night of International Friendship Cities' was noted. It would be pertinent maybe, to partner with one of the local universities, to have the event properly filmed, along with some short interviews with festival participants. Program and activity categories with relative number and percentage strength are social (100%), cultural (84%), partner (75%) and education (80%). Also, SWCIC's website was excellent with a nine out of ten score. SWCIC is strong in international, cultural and educational exchanges with numerous subsidies and financial support for students, citizens and corporations from sister and friendship cities as well as for Suwon, Korean citizenry.

IGVC has a total of fifty-three programs and activities. Program and activity categories with relative number and percentage weakness, are in the economic (8%) and partnership (26%) criterion areas. Suggestions for economic programming are cultural tourism activities such as food tours or providing job search activities. Partnership program suggestions are working with local companies to create an online job board for foreigners, this could also include volunteer help from foreign and Korean students from local universities. Program and activity categories with relative number and percentage strength,

are social (100%), education (60%), culture (53%) and health (28%). IGVC has the highest percentage of health related programs among all seven centers. Health programs are targeted at many foreign community populations who are interested in healthy eating or vegan eating, and also to provide free health care to foreigners, immigrants and refugees in need. IGVC has the largest digital presence on You Tube of all seven centers, for its annual 'Itaewon Global Village Walking and Food Festival'.

SGCC has a total of thirty-one programs and activities. Program and activity categories with relative number weakness, are in the economic (19%), health (16%) and partner (19%) criteria areas. Suggestions for economic programming are cultural tourism activities such as local food tours for tourists or foreign residents, managed and designed by the SGCC. Health program suggestions could be regular cooking classes featuring healthy traditional Korean foods. This would require an investment in a kitchen facility. Partnership program suggestions are hosting staff from foreign embassies for Korean dinners or luncheons, along with an entertainment segment of a musical performance or dance. Such an event could also be coordinated as a cooperation event where both Korean and a selected foreign embassy participate in a joint event. Program and activity categories with relative number and percentage strength, are in the social (100%), culture (84%), education (52%) and health (16%) categories. Many craft, painting, calligraphy and other Korean cultural programs and activities are incubated or developed at this center. SGCC has a very impressive digital presence on You Tube, for its K-pop dance class, an extremely popular program at the center.

SGC has a total of ninety programs and activities. Program and activity categories with relative number weakness, are in the health (3%) and culture (17%) criteria areas. Suggestions for health programs could be hiking or biking tours to destinations in or a short distance from Seoul. Culture program suggestions could be hosting wine and cheese parties for SGC business students and local business stewards, while including a live cultural performance or art exhibit from a Korean artist. A shortage of You tube video content could

be improved upon by partnering with one of the local universities, to have events, select programs, activities and classes filmed, along with some short interviews with participants, about SGC programs, benefits and services. Program and activity categories with relative number and percentage strength, are in the education (79%), social (100%), economic (24%) and partner (42%) categories. SGC provides seventeen general counseling services in thirteen languages. These services are on consignment to the Miral Welfare Foundation. SGC oversees it, but day to day operations, are managed by Miral Welfare Foundation. SGC also manages a business center with consulting services, classes, seminars, networking, as well as business and job fairs. SGC hosts notable events such as, Seoul Town Meeting, Global Concert, Foreign Flea Market and Expat's Day with FC Seoul.

BFIC has a total of seventy-one programs and activities. The only program and activity category with relative number weakness within the criteria areas, was within the digital criterion (40 YouTube videos). Also, it was the only center that had less than two large annual events. The 'Global Gathering' is a large event but maybe an additional medium sized event would be prudent. Events are great opportunities for developing community mindedness, for marketing the BFIC and for building social capital among foreign residents and participants. A shortage of YouTube video content could be improved by partnering with one of the local universities, to have select programs, activities and classes filmed, along with some short interviews with participants, about BFIC programs, benefits and services. Event ideas could possibly include organizing a 'Sports Day' for foreign and Korean citizenry, coordinating a food festival, hosting a Busan Town Meeting or providing a historical tour of Busan. Also, more physical activities like walking, biking or hiking tours would be beneficial, both by a health and a program variation standpoint. Program and activity categories with relative number and percentage strength, are in the education (99%), culture (87%), social (100%), economic (27%), health (18%) and partner (92%) categories. BFIC ranked the highest in the culture category, of all the seven centers. BFIC has strong program and activity cultivation.

GIC has a total of sixty-six programs and activities. The only program and activity category with relative number weakness within the criteria areas, was within the digital criterion (30 -You Tube videos). A shortage of You tube video content could be improved by partnering with one of the local universities, to have events, select programs, activities and classes filmed, along with some short interviews with participants, about GIC programs, benefits and services. Program and activity categories with relative number and percentage strength, are in the education (99%), culture (73%), social (99%), economic (74%), health (17%) and partner (73%) categories. GIC is strong in immigrant consulting and counseling services, daily living support and cultural exchange. GIC hosts notable events such as, Gwangju International Center Day, May Concert and The World Human Rights Forum.

DIC has a total of twenty-one programs and activities. Program and activity categories with relative number weakness, are in the economic (19%), health (14%) and digital (6 You Tube videos) criteria areas. An idea for economic programing maybe, providing an interview and job preparation class and a small business development class. Daejeon had the fewest programs of any of the seven centers, despite being established in 2005 and having eighteen Universities in Daejeon. Ideas for improving the health category could be, walking, biking and hiking tours and a healthy eating class. A shortage of You tube video content could be improved by partnering with one of the local universities, to have select events, programs, activities and classes filmed, along with some short interviews with participants, about DIC programs, benefits and services. Program and activity categories with relative number and percentage strength, are in the education (100%), culture (62%), social (100%) and partner (95%) criteria areas. DIC hosts events such as, Together Day Festival & International Flea Market and Sports Day for International Students. DIC ranked highest in the education and partner categories, of all the seven centers.

Table 21: Website Criteria

Criteria	SWCIC	IGVC	SGCC	SGC	BFIC	GIC	DMIC
Easy to Navigate	1	1	1	1	1	1	1
Multiple Languages	1	1	1	1	1	1	1
Website Design	1	1	1	1	1	1	1
Location Map	1	1	1	1	1	1	1
Newsletter/Magazine	1	1	1	1	1	1	X
Mission, Values & Greetings	1	1	1	X	1	1	1
Organizational Chart	1	X	X	X	1	1	1
Photo Gallery	1	1	1	1	1	1	1
Useful Community Links	X	1	X	1	X	X	1
Programs & Activities	1	1	1	1	1	1	1
Total (out of possible ten)	9	9	8	8	9	9	9



Table 22: Qualitative Analysis of Global, International and Cultural Centers Programs and Activities

Global & Intl. Centers ➡	Suwon (SWCIC)	Itaewon (IGVC)	Seoul Cult. (SGCC)	Seoul (SGC)	Busan (BFIC)	Gwangju (GIC)	Daejeon (DMCIC)
Descriptive Statistics of Cities							
Pop.	1.2 mil.	19,193	9.7 mil.	9.7 mil.	3.5 mil.	1.5 mil.	1.5 mil.
# of Uni.	11	(See Seoul)	39	39	16	9	18
Economy Sectors	*Industrial *Cultural *Electro. Mechanics	*Tourism *Intl. District	*Culture *Commerce *Mfg.	*Admin. *Finance *Dig. Media	*Service *Cultural *Tourism	*Cultural *Admin. *Agri.	*Tech. *Edu. *Admin.
OECD Criteria ↓							
Edu. (80% avg.)	(72%) 23	(60%) 32	(52%) 16	(79%) 71	(99%) 70	(99%) 65	(100%) 21
Culture (66% avg.)	(84%) 27	(53%) 28	(84%) 26	(17%) 15	(87%) 62	(73%) 48	(62%) 13
Social (100% avg.)	(100%) 32	(100%) 53	(100%) 31	(100%) 90	(100%) 71	(99%) 65	(100%) 21
Economic (27% avg.)	(19%) 6	(8%) 4	(19%) 6	(24%) 22	(27%) 19	(74%) 49	(19%) 4
Health (16% avg.)	(13%) 4	(28%) 15	(16%) 5	(3%) 3	(18%) 13	(17%) 11	(14%) 3
Partner (60% avg.)	(75%) 24	(26%) 14	(19%) 6	(42%) 38	(92%) 65	(73%) 48	(95%) 20
Digital	6	225	100	38	40	30	6
Website	9/10	8/10	8/10	8/10	9/10	9/10	9/10
Events	2	2	2	2	1	2	2
P & A	32	53	31	90	71	66	21

(Intl. = International Cult. = Cultural, Pop. = Population, Uni. = University, Edu. = Education, P&A =

Total number of Programs & Activities)

* % of each centers total programs and activities exhibiting OECD criteria categories.

* % avg. of all center seven centers total programs and activities exhibiting OECD criteria categories.

* Ideally each program or activity exhibits multiple criteria categories.

All seven or 100% of the global, international and cultural centers are diversified across the OECD criteria (education, culture, social, economic, health, partner, and digital). This indicates a diffusion of ideas on public diplomacy, culture and local development across Korea, from Korea's Public diplomacy ministries and local government. Therefore, Korean global, international and cultural centers exhibit a strong diversification of programs and activities (cultural outputs), necessary for soft power effectiveness.

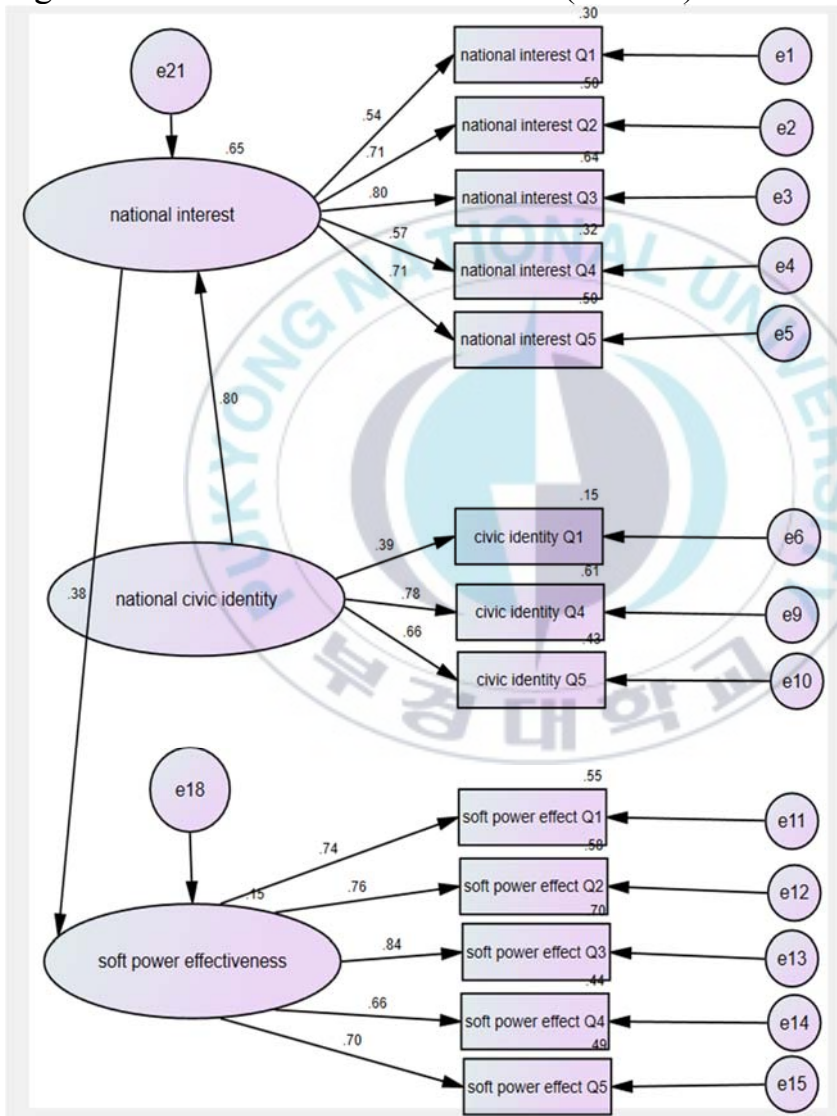
Comparisons were made between the centers using OECD criteria. A percentage was calculated for each centers OECD criteria by dividing the category number by total number of programs and activities for each center. Next, a percentage average was calculated for each category across all seven centers. Finally, the centers were compared by the number of averages above the percentage average of all seven centers for each category. The strongest level of diversification of programs and activities were exhibited by BFIC and GIC, these centers' exhibited percentage averages in six categories (out of possible seven) that were higher than or equal to the percentage average for all seven centers. IGVC and SGCC were next with four categories that were higher than or equal to the percentage average for all seven centers. SWCIC and DMCIC were next with three categories that were higher than or equal to the percentage average for all seven centers. Finally, SGC has two categories that were higher than or equal to the percentage average for all seven centers. SGC has ninety programs, the most of any of the institutions under study. However, the programing is very focused on education and social programming. Put in context, at the time of this study, SGC had services available in thirteen languages and general counseling in seventeen languages. Also, SGC was responsible for, three other global centers, seven global villages and one other business center at the time of this study. Making it very difficult to focus on diversification of programming.

CHAPTER 5. Discussion

5.1 Quantitative Study Discussion

Summary of Key Findings (AMOS-SEM)

Figure 4 – SEM for Latent Variables (AMOS)



Quantitative Study – Hypotheses Acceptability

Items Convergent Validity - Regression Analysis - Critical Ratio's & P- Values

Critical Ratio value's greater than 1.96 indicate two sided significances at the standard 5% level. When the critical ratio is greater than 1.96 for a regression weight, that path is significant at the .05 level (Gao, Mokhtarian & Johnston, 2008). Based on the probability level of .05, then the test statistic needs to be greater than 1.96. Also, when there is sufficient sample size, the critical ratio resembles a normal distribution. In this research, all the C.R. values are greater than 1.96, indicating good model fit and suggesting sufficient sample size.

P- values are a measure of probability that the model fits perfectly in the population or data-generating process. P measures the probability of randomness. The lower the p-value the more statistically significant the observed difference. If P is less than .005, then 99.5% is not randomness, and is therefore statistically significant. This research indicates that the P - values associated with the regression weights are vastly significant, having P- values less than .005 and indicating 99.5% is not associated randomness. From these results the null hypothesis can be rejected. Rejection of the null hypothesis eliminates the chance that random processes alone, were responsible for the results. In other words, the constructs loading factors are statistically valid or significant.

Constructs - Cronbach's Alpha Coefficient (SPSS)

Findings from the Cronbach's alpha coefficient scores indicate that all three constructs and latent variables can be accepted and are valid. A Soft power effectiveness score of .858 indicates an excellent acceptability. A National interest score of .798 indicates a good acceptability. A national identity (civic) score of .629 indicates a questionable but within the range of acceptability. Soft power effectiveness and national interest both exemplify

measurement items with strong internal consistency. National identity (civic) exemplified a weaker internal consistency using three items (compared with five for the other two constructs), representing the construct after data screening. It is possible if a larger number of items (identity statements) or a more robust number of identity constructs this would create a stronger internal consistency for identity.

Confirmatory Factor Analysis and its Goodness-of-Fit Indices

Three (TLI - .921, IFI .950 & CFI - .945) of the four relative fit indices exceed the .90 value for acceptability. The NFI/Delta index is sensitive to sample sizes less than 200 and is the exception. However, this research NFI/Delta value of .799 is acceptable. The Hoelter index similarly is sensitive to sample sizes less than 200. However, this research sample size of n71 is just two sample size participants less than the model acceptable at the .05 level. Also, as previously indicated by the critical ratio's values this model has good fit and sufficient sample size. A RMSEA of 0.062 indicates a value consistent with good fit models and well below the minimum recommended value of 0.08. A CMIN/DF of 1.265 indicates an acceptable degrees of freedom ratio and is consistent with good fit models. A PNFI of .531 is within Mulaik's .50 region indicating an acceptable threshold level for model fit. Six of the seven goodness of fit indices are acceptable.

Do identities generate and shape Interests? The answer is Yes; the results indicate they do. Sixty-five percent of the variance of national interest can be explained or accounted for through national identity (civic). Therefore, hypotheses two, national identity (civic) directly and positively affects national interest, can be accepted. Fifteen percent of the variance of soft power effectiveness can be explained or accounted for through national interest and national identity (civic). Therefore, hypotheses one, national identity positively effects soft power effectiveness, can be accepted. Therefore, hypotheses three, national identity indirectly effects soft power effectiveness through national interest, can be accepted. All three quantitative hypotheses can be accepted.

Using a regression analysis, the items convergent validity was verified. P-values results indicated the constructs loading factors are statistically valid or significant.

Also, in this research, all the C.R. values are greater than 1.96, indicating good model fit and suggesting sufficient sample size. In addition, results of six of the seven goodness of fit indices are acceptable (the exception - Hoelter measure, being sensitive to sample size). From these results the SEM for latent variables can be accepted.

5.2 Qualitative Study Discussion

5.2.1 Summary of Key Findings

Qualitative Study – Hypotheses Acceptability

Determining if Korean global, international and cultural centers have strong institutional mechanisms, that utilize soft power resources for the successful production of soft power assets (cultural outputs in this case), enhancing soft power effectiveness.

Production of information and transfer knowledge are key to successful management models and also in the effective production of soft power assets. Strong institutional mechanisms include diverse methods of producing information and transfer knowledge. Center management indicated three main examples each at 29% response rates. They included; knowledge of how to operate a fully integrated global center; knowledge sharing, benchmarking on projects, sharing new ideas and ensuring commitment to cooperate together on projects at KF led workshops; and also how to interact with foreigners from other cultures. These varied responses indicate a fertile field of information and transfer knowledge production. This is a key component of how Koreas global, international and cultural centers have become successful at creating soft power assets and enhancing soft power effectiveness. Center performance evaluations are 100% administered by local government. While this is a form of structure it is also necessary to ensure knowledgeable subjective and objective feedback, provide focused motivation and as an indicator for performance and production. The number of participants in programs are an important

criterion for 86% of center managers, in local government evaluations. Programs that don't receive enough interest from participants are removed from programming. Funding is directly linked to successful programs. These practices ensure the successful production of soft power assets. Managers measure success in different ways, 71% indicated by the number of participants, 57% indicated that they measure success by the amount of positive feedback from participant's satisfaction surveys, and 29% indicated that they measure success, on whether the programs and events are executed successfully. This variation indicates that managers need to be dynamic in their approach to staff motivation. Staffing, training and creating learning objectives are also key to responsible management. These practices build a foundation for successful soft power asset production enhancing soft power effectiveness.

In conclusion, strong institutional mechanisms include; diverse methods of producing information and transfer knowledge; center performance evaluations are completely administered by local government ensuring experienced consistent feedback; and funding from local government is directly linked to successful programs - programs that don't receive enough interest from participants are removed from programming, ensuring the number of participants in programs are an important criterion to center managers. These strong institutional mechanisms ensure quality of programing, successful soft power assets (cultural outputs) and the production of information and transfer knowledge, enhancing soft power effectiveness. Therefore, the hypotheses Korean global, international and cultural centers have strong institutional mechanisms, that utilize soft power resources for the successful production of soft power assets (cultural outputs in this case), can be accepted.

Determine if Korean global, international and cultural centers exhibit a strong diversification of programs and activities (cultural outputs), necessary for soft power effectiveness.

All seven or 100% of the global, international and cultural centers are diversified across the OECD criteria (education, culture, social, economic, health, partner, and digital). This indicates a diffusion of ideas on public diplomacy, culture and local development across

Korea, from Korea's Public diplomacy ministries and local government. Therefore, the hypothesis, Korean global, international and cultural centers exhibit a strong diversification of programs and activities (cultural outputs), necessary for soft power effectiveness, can be accepted. The strongest level of diversification of programs and activities were exhibited by BFIC and GIC, these centers' exhibited percentage averages in six categories (out of possible seven), that were higher than or equal to the percentage average for all seven centers. IGVC and SGCC were next with four categories that were higher than or equal to the percentage average for all seven centers. SWCIC and DMCIC were next with three categories that were higher than or equal to the percentage average for all seven centers. Finally, SGC has two categories that were higher than or equal to the percentage average for all seven centers.

Determine if there is any evidence to suggest that agents and structures are “mutually constituted”, within institutional mechanisms of global, international and cultural centers under study.

There is evidence to suggest that agents and structures are mutually constituted in decisions for funding; approving programs, activities and events; and in creating programs and activities.

Table 23: Decision Makers

Types of decisions	Agency	Structure	Decision Makers
Choosing Sister and Friendship Cities		O	City Hall & Think Tanks
Approving Funding	O	O	City Hall, Director or Chairman
Approving Programs, Act. & Events	O	O	City Hall, Director or Chairman
Creating Programs and Activities	O	O	City Hall, Director & Staff
KF & KOICA Activities & Programs		O	Korean Government
Totals	3	5	

*Exception for GIC

Busan Foundation for International Cooperation (BFIC) and Suwon Center for International Cooperation (SWCIC) both have KOICA programs and all seven centers in the qualitative study have varying degrees of interaction with KF led programs and activities. While the KF led programs and activities need to be accepted by the centers, the centers do feel obligated to agree to central government led programming. Choosing sister and friendship cities is a focus of city hall and in some cases think tanks. Structure, exists at both national and local government levels, however these global, international and cultural centers do exercise agency decisions for funding; approving programs, activities and events; and in creating programs and activities at the center level.

Budget was a major constraint for 71% of institutions. Creating partnerships within local communities is key to stretching resources to meet community needs. Constraints can interfere with the production of soft power assets and can limit soft power effectiveness. Local government needs to be part of the creative, and help design partnerships with banks, telecom companies, universities, multicultural organizations and other community stewards, for events and activities. Institutional promotion is strong with 71% of centers utilizing You Tube, Facebook, Institutional websites and newsletters. Partnering with universities (possible internships) who have film and media departments that can produce quality video productions of classes, activities and events at low costs is key. This can be used to promote the centers on You Tube and for the centers website. Foreigner support is a priority for 71% of the institutions. Although this is a significant percentage it's likely this was higher in earlier developmental history. International, educational and cultural exchanges with sister and friendship cities is a priority with 29% of institutions, a significant trend. Local government and the head of each center are the main decision makers in 100% of the institutions. Indicating a significant level of agency in center management decisions making. Key skills or knowledge learned, was to be multicultural minded in 43% of center management responses. An important skill for working at a cultural center. Research has proven that if your cultural interaction and exchange is not genuine, your soft power assets are likely to be ineffective. Management at all seven

centers made a different selection, for most beneficial program. This indicates a variation in needs in respective local communities. It also highlights the collective allowance for customization in programming, flexibility in structure, and strength of agency in programming decisions. These institutional mechanisms have mutual constituting properties, exhibiting benefits from soft power effectiveness, the successful production of soft power assets, and the social capital produced by quality of life improvements to the public citizenry. Local government sets the agenda for centers in 71% of management interviewed. This indicates that control of budget and performance reviews by local government play a significant role in structure. Center management, expressed a 100% varied vision for the future of their respective institution, aiming to fulfil the specific needs of their respective community. This highlights the need for flexibility in structure when effectively customizing programming to meet the needs of each unique community. there is any evidence to suggest that agents and structures are “mutually constituted”, within institutional mechanisms of global, international and cultural centers under study. Therefore, there is evidence to suggest that agents and structures are “mutually constituted”, within institutional mechanisms of global, international and cultural centers under study. While it is apparent that flexibility exists during this cross-sectional study, it is important to realize agents need to continually negotiate this in the relationship with structure.

Korean global, international and cultural centers have strong institutional mechanisms, that utilize soft power resources for the successful production of soft power assets (cultural outputs in this case). Funding is directly linked to successful programs. These practices ensure the successful production of soft power assets. Production of information and transfer knowledge are key to successful management models and also in the effective production of soft power assets. Global, international and cultural centers share knowledge on how to operate a fully integrated global center, benchmarking on projects, sharing new ideas and ensuring commitment to cooperate together on projects at KF led workshops and also by sharing knowledge on how to interact with foreigners from other cultures. These practices indicate a fertile field of information and transfer knowledge production. This is

a key component of how Korea's global, international and cultural centers have become successful at creating soft power assets and enhancing soft power effectiveness. Furthermore, the collective allowance for customization programming, creates flexibility in structure, and strength in agency programming decisions. These mechanisms share mutually constituting properties, exhibiting benefits from soft power effectiveness (national level), the successful production of soft power assets (local gov. level), and the social capital produced by quality of life improvements to the public's citizenry (public level).



CHAPTER 6. Summary

6.1 Quantitative Study Summary

Identities are formed by interactions between the ‘self’ and ‘other(s)’ and are important for explaining the behavior of both actors and agents. We study them to understand the motivations and factors driving social action. The main objective in this qualitative research was to determine if identities generate and shape interests by creating and examining a SEM exhibiting a CFA - linear pathway of national identity (independent variable), national interest (independent variable) and soft power effectiveness (dependent variable) (See Figure 4). Hypotheses two, national identity (civic) directly and positively affects national interest can be accepted, as sixty-five percent of the variance of national interest can be explained or accounted for through national identity (civic). This verifies constructivists Jepperson, Wendt and Katzenstein’s argument that “identities both generate and shape interests” (Jepperson et al, 1996, p.60).

Hypotheses one, national identity positively effects soft power effectiveness can be accepted as, fifteen percent of the variance of soft power effectiveness can be explained or accounted for through national interest and national identity (civic). Hypotheses three, national identity indirectly effects soft power effectiveness through national interest can be accepted as, fifteen percent of the variance of soft power effectiveness can be explained or accounted for through national interest and national identity (civic).

Using a regression analysis, the items convergent validity was verified. P-values results (less than .005) indicated the constructs loading factors are statistically valid or significant and provide a 99.5% certainty that the results are not random. Also, this research indicated that all the C.R. values are greater than 1.96, indicating good model fit and suggesting sufficient sample size. In addition, results of six of the seven ((NFI Delta (.799), TLI (.921), CFI (.945), RMSEA (0.062), CMIN/DF (1.265) and PNFI (.531)) goodness of fit indices

are acceptable (the exception - Hoelter measure, being sensitive to sample size). From these results the SEM for latent variables can be accepted.

6.1.1 Research Implications

Theoretical

This study patterns constructivist motivational factors – identity and interest, in association with soft power effectiveness, toward building an effective agent focused research methodology. This research examines soft power effectiveness of international, global and cultural centers across South Korea from a unique staff (internal) perspective. This research provides a theoretical link to the constructs of constructivism and soft power, providing a base methodology for further research.

This research indicates that National Identity (civic) generates and shapes interests. This confirms the constructivist relationship of identity driving interest.

Policy

Understanding the motivational and behavioral mechanisms at these institutions is key to developing efficient processes and practices that build desirable soft power assets - driving soft power effectiveness. This research indicates that National Identity (civic) generates and shapes interests and it does not appear that national (civic) identity alone is responsible for soft power effectiveness. The next research step is to determine which identities make up the collective identity driving behavior at these institutions. Cultural center management or city hall could partner with researchers who specialize in this field to develop a questionnaire to accurately determine key motivational and behavioral mechanisms of staff at these institutions. The results of these can be utilized for motivating staff and also for interviewing and selecting of new staff. Personalities that favor a certain behavior maybe better drivers of s soft power assets (cultural outputs) and social action, benefiting the local community.

6.1.2 Limitations of Study

This research data collection was limited as SGC consigns Miral Welfare Foundation to handle counseling services eliminating 35-50 potential data set possibilities. Furthermore, this data collection was conducted in August 2018, during a reasonably popular time for vacation among staff of international, global and cultural centers across South Korea. This resulted in a total data set of 73 staff of which only 71 data sets were completed. Identity research is challenging due to its collective nature. This research studied national identity (civic) to establish a methodology for research with a staff (internal) perspective. The limitation being the lower Cronbach's alpha coefficient score associated with a national identity that may be too narrow, requiring a construct that exemplifies a larger, collective identity. Also, my personal time limitations of two-weeks, limited the number of centers I could visit.

6.1.3 Suggestions for Future Studies

A lower Cronbach's alpha coefficient score for national (civic) identity may be the result of a limited representation of the national collective identity in the survey questions. National (civic) identity can be thought of as a collective product (Kelman, Herbert, 1997, pp.171-173). As such, an exploratory factor analysis (EFA) advancing identity research and exploring the collective product of identity is required. Prestige identity, ethnic identity, economic identity, political identity and social identity are possible additional constructs.

6.2 Qualitative Study Summary

Global, International and cultural centers (NPO's) are quasi- governmental, civic extensions of Korean foreign policy, of cultural public diplomacy, linking international public's. Institutional mechanisms of global, international and cultural centers are important drivers for successful production of soft power assets (potential soft power effectiveness). Soft power assets or influences are significant in attracting international

students, international tourists, foreign direct investment, and for a country's political attractiveness or world image (Singh and Macdonald, 2017). In addition, institutional mechanisms have mutual constituting properties, exhibiting benefits from soft power effectiveness (national level), the successful production of soft power assets (local gov. level), and the social capital produced by quality of life improvements to the public citizenry (public level).

The main objectives of this comparative, qualitative research is determining if Korean global, international and cultural centers have; strong institutional mechanisms; and a strong diversification of programs and activities, necessary for soft power effectiveness. A Secondary, research objective is to determine if there is any evidence to suggest that agents and structures are "mutually constituted", within institutional mechanisms of global, international and cultural centers under study.

Center management indicated three main examples of knowledge and information transfer, each at 29% response rates - including; knowledge of how to operate a fully integrated global center (29%); knowledge sharing, benchmarking on projects, sharing new ideas and ensuring commitment to cooperate together on projects at KF led workshops (29%); and also how to interact with foreigners from other cultures (29%). In summary, strong institutional mechanisms include; diverse methods of producing information and transfer knowledge; center performance evaluations are 100% administered by local government ensuring experienced consistent feedback; and funding from local government is directly linked to successful programs - programs that don't receive enough interest from participants are removed from programming, ensuring the number of participants in programs are an important criterion to center managers. The number of participants in programs are an important criterion for 86% of center managers, in local government evaluations. These strong institutional mechanisms ensure quality of programming, successful soft power assets (cultural outputs) and the production of information and transfer knowledge, enhancing soft power effectiveness. This studies results indicate hypotheses one, Korean global, international and cultural centers have strong institutional

mechanisms, that utilize soft power resources for the successful production of soft power assets (cultural outputs in this case), can be accepted.

All seven or 100% of the global, international and cultural centers are diversified across the OECD criteria (education, culture, social, economic, health, partner, and digital). This indicates a diffusion of ideas on public diplomacy, culture and local development across Korea, from Korea's Public diplomacy ministries and local government. Korean global, international and cultural centers exhibit a strong diversification of programs and activities (cultural outputs), necessary for soft power effectiveness. This studies results indicate hypotheses two, Korean global, international and cultural centers exhibit a strong diversification of programs and activities (cultural outputs), necessary for soft power effectiveness, can be accepted.

Local government sets the agenda for centers in 71% of management interviewed. This indicates that control of budget and performance reviews by local government play a significant role in structure. Structure, exists at both national and local government levels, however these global, international and cultural centers do exercise agency decisions for funding; approving programs, activities and events; and in creating programs and activities at the center level (see table 23).

Management at all seven centers made a different selection (100% diversification), for most beneficial program. This indicates a variation in needs in respective local communities. It also highlights the collective allowance for customization in programming, flexibility in structure, and strength of agency in programming decisions.

Center management, expressed a 100% varied vision for the future of their respective institution, aiming to fulfil the specific needs of their respective community. This highlights the need for flexibility in structure when effectively customizing programming to meet the needs of each unique community. There is evidence to suggest the secondary research

objective, agents and structures are “mutually constituted”, within institutional mechanisms of global, international and cultural centers under study may

6.2.1 Research Implications - Qualitative

Theoretical

This study patterns constructivist agent-structure factors, in association with soft power effectiveness, toward building an effective agent focused research methodology. This research examines soft power effectiveness of international, global and cultural centers across South Korea from a unique staff (internal) or agent perspective. This research provides a theoretical link to the constructs of constructivism and soft power, providing a base methodology model for further research.

Policy

Understanding the institutional mechanisms (Processes & Practices) at these institutions is key to developing efficient processes and practices that build desirable soft power assets, driving soft power effectiveness. Soft power assets or influences are significant in attracting international students, international tourists, foreign direct investment, and for a country's political attractiveness or world image.

Practices promoting the creation of partnerships within local communities is key to stretching resources to meet community needs. Constraints can interfere with the production of soft power assets and can limit soft power effectiveness. Local government needs to be part of the creative, and help design partnerships with banks, telecom companies, universities, multicultural organizations and other community stewards, for events and activities. Partnering with universities (possible internships) who have film and media departments that can produce quality video productions of classes, activities and events at low costs is key. This can be used to promote the centers on You Tube and for the centers website.

6.2.2 Limitations to Study

Limitations to this qualitative study included some language barriers. While some senior management did not speak English, this was placated by other managers who did in most cases. Other limitations include the difference in sizes of the institutions under study. When conducting the qualitative analysis of global, international and cultural centers it was difficult to compare program and activity totals directly. Instead, I compared percentage of total programs and activities for each institution for each OECD criteria category. Also, my personal time limitations of two-weeks, limited the number of centers I could visit.

6.2.3 Suggestions for Future Studies

Future agent focused studies utilizing the same constructs; structure; agent; soft power effectiveness, could be duplicated using a longitudinal study over intervals of two, three or four years. A subject (program participant) focused study could determine participant perceptions of program interactions, to verify if soft power assets exerted by agents, were successful in eliciting an attraction outcome. Studies could also be focused on categorizing programs and activities from these centers into international and domestic sources of policy actions. Finally, future research could include a comparison of programming between cultural institutions such as the British Council, Goethe Institute and centers here in Korea.

Appendix

Appendix A

Global & International Center - Survey Questionnaire

Part.1: Please Circle the answer of your choice and fill in the blanks.

1. To what Gender do you belong? Female Male
2. What is your age? 19-23 24-28 29-33 34-38 39-43 44-older
3. Highest level of education completed High school ___ University ___ Graduate ___ PHD ___
4. How long have you worked for this institution? _____

Part 2: Please indicate to what extent you agree or disagree with the following statements. You will do this by circling the appropriate number to the right of the statement.

1 – strongly disagree 2 – Disagree 3 – Neither Agree or Disagree 4 – Agree 5 – Strongly Agree

1. You are proud of the way this institution integrates diverse ethnic groups into society. 1 2 3 4 5
2. Your institutions programing creates processes of inter-cultural learning. 1 2 3 4 5
3. You feel your institution promotes a diverse multicultural and multiethnic community. 1 2 3 4 5
4. You feel your work is making an impact on the Korean and Foreign community. 1 2 3 4 5
5. This institution was created to promote a globalized community. 1 2 3 4 5
6. Your Korean identity is strengthened by the success of Korean multi-national companies. 1 2 3 4 5
7. Korea's strong national identity is linked to the economic success of Korean chaebols. 1 2 3 4 5
8. You feel your identity is significantly linked to Korea's national interests. 1 2 3 4 5
9. You have a role to play in the economic, social and cultural success of your nation. 1 2 3 4 5
10. You believe people should prioritize to put the national interest first. 1 2 3 4 5
11. You feel Korea has a strong civic orientated, rather than an ethnic based national identity. 1 2 3 4 5
12. You don't feel globalization threatens your Korean identity. 1 2 3 4 5
13. You feel your Korean identity is a mix of Confucian and western values. 1 2 3 4 5
14. You believe in civic obligation. 1 2 3 4 5
15. You feel Korea's foreign policy decisions have enhanced Korea's national identity. 1 2 3 4 5
16. You believe every eligible person should vote during elections. 1 2 3 4 5

Appendix B

Qualitative Interview Questions

Soft Power Effectiveness (Cultural Output)

- 1) What information knowledge (transfer knowledge) is being produced at this institution?
- 2) Are global and international centers evaluated by the government?
- 3) What are this institutions cultural outputs?
- 4) What criteria do you use to evaluate the performance of this institution?
- 5) How do you measure the success of your programs?

Structure

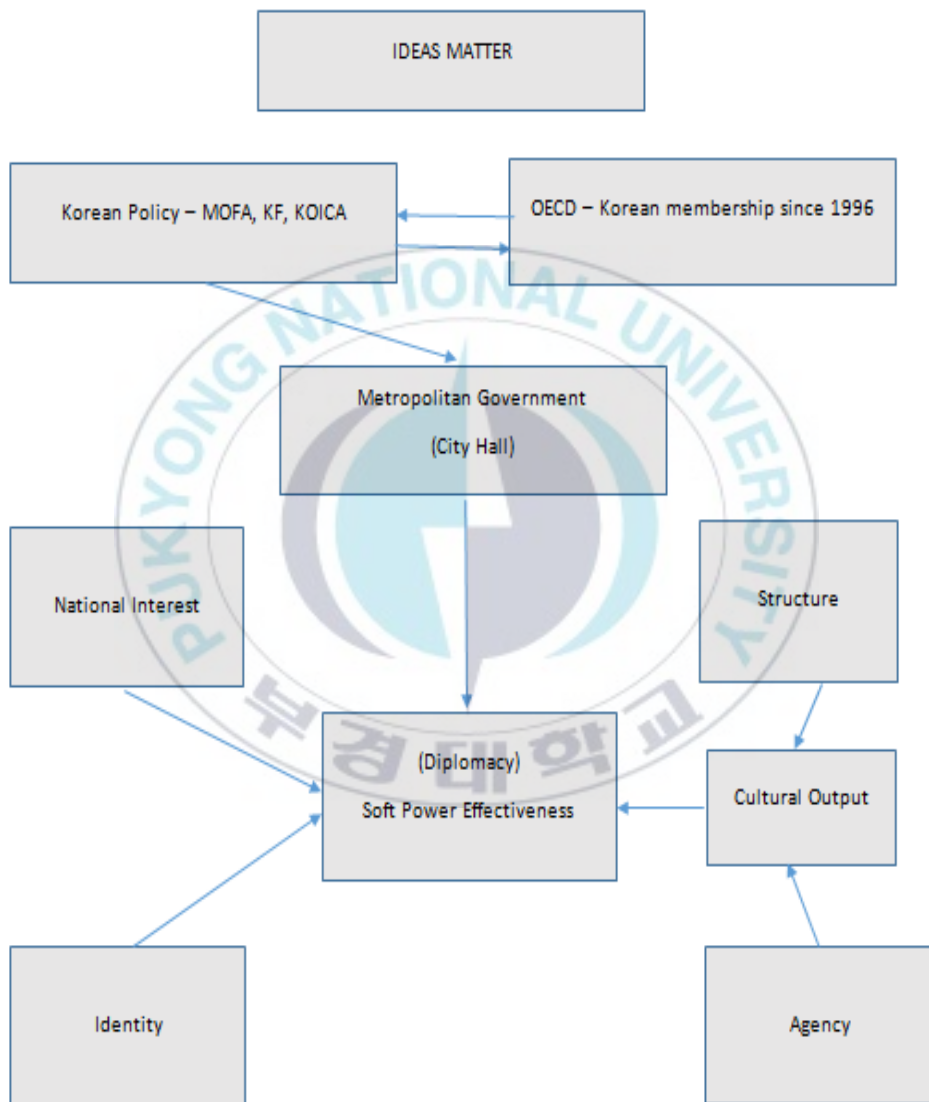
- 1) How does this institution function?
- 2) What are the constraints on this institution?
- 3) How does this institution promote itself?
- 4) How would you rank the priorities of this institution?
- 5) Is it fair to say that local government leadership has decision making power for your institution?
- 6) Is it fair to say that the Korean government has significant decision making power over your institution?

Agent

- 1) Who are the decision makers at/for this institution?
- 1) What have you learned from working at this institution?
- 2) Which program(s) do you feel is/are the most beneficial to the local community?
- 3) Who sets the agenda for this institution?
- 4) What is your vision for the future?

Appendix C

Hypothetical Research Model



References

- Adler, Emanuel (2005) *Communitarian International Relations: The Epistemic Foundations of International Relations*. New York: Routledge.
- Adler, Emanuel (2008) 'The Spread of Security Communities: Communities of Practice, Self-Restraint, and NATO's Post-Cold War Transformation', *European Journal of International Relations*, 14 (2): p.195–230.
- Adler, Emanuel and Pouliot, Vincent (2011a) 'International Practices', *International Theory*, 3(1)
- Adler, Emanuel and Pouliot, Vincent, (eds.) (2011b) *International Practices*. New York: Cambridge University Press.
- Adler, Emmanuel, (2013), Chapter 5, Constructivism in International Relations: sources, contributions and debates, *Handbook of International Relations*, Second Edition, Sage publications, p.112-145.
- Amos 19.0 User's Guide. (1995) IBM SPSS, Chicago
- Amos 21.0 User's Guide. (2010) IBM SPSS, Chicago
- Atkinson, C., 2010, Does soft power matter? A comparative analysis of student exchange programs 1980–2006. *Foreign Policy Analysis*; 6 (1): 1–22.
- Babakus, E., & Mangold, G. (1992). Adapting the SERVQUAL Scale to Hospital Services: An Empirical Investigation. *Health Service Research*, 26, 767-780.
- Barker, Chris (2005), *Cultural Studies: Theory and Practice*. London: Sage Publications, London, p234-236, p.448
- Bentler, P. M.; Bonett, D. G. (1980). "Significance tests and goodness of fit in the analysis of covariance structures". *Psychological Bulletin*. 88: 588–606.
- Bentler, P.M. (1990) Comparative Fit Indexes in Structural Models. *Psychological Bulletin*, 107, 238-246.
- Biswas, Soumendu, Giri, Vijai N and Srivastava, Kailash B. L., Examining the Role of HR Practices in Improving Individual Performance and Organizational Effectiveness, *Management and Labour Studies*, 31, 2, (111), (2006).

Bourdieu, Pierre, (1977), Outline of a Theory of Practice. Cambridge, England: Cambridge University Press, p.72-95

Breslin, Shaun. (2011), "The Soft Notion of China's 'Soft Power'", Asia Program Paper, March.

Byrne, Barbara M., (2010), Structural Equation Modeling With AMOS: basic Concepts, Applications, and Programming, 2nd edition p.12-16

Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. In K. A. Bollen and J. S. Long (Eds.), Testing structural equation models (pp. 136-162). Newbury Park, CA: Sage.

Byrne, B. M. (2006). Structural equation modeling with EQS. Mahwah, NJ: Erlbaum.

Byrne, B.M. (2013). Structural equation modeling with AMOS: basic concepts, applications and programming, Routledge.

Carmines, E.G., and J.P. McIver, (1981), Analyzing models with unobserved variables. In: Social measurement: Current issues, G.W. Bohrnstedt and E.F. Borgatta, eds Beverly Hills: Sage Publications.

Carr, E.H. (1945), Nationalism and After, London: MacMillan.

Clinton, W. David (1994), The Two Faces of National Interest, Baton Rouge and London: Louisiana State University Press.

Coorley, W. (1978). Explanatory observation studies. Educational Researcher, p.9-15.

Dahl, Robert, (1957), 'The Concept of Power', Behaviour Science, 2:3; pp.201-215.

Danilovic, Vesna (2008), "National Interest," in Griffiths, Martin (ed.), *Encyclopedia of International Relations and Global Politics*, London: Routledge.

Cronbach, Lee J. (1951). "Coefficient alpha and the internal structure of tests". Psychometrika. Springer Science and Business Media LLC. 16 (3): 297–334

East and Southeast Asia", International relations of the Asia-Pacific, 8:, pp.73-101.

Eriksson, Johan and Ludvig, Norman (2011), "Political Utilization of Scholarly Idea's: the clash of civilizations vs soft power in US foreign policy", Review of International Studies, vol.37, No.1, pp.417-436.

Evans, Graham and Jeffery Newnham (1998), *The Penguin Dictionary of International Relations*, London: Penguin.

Fan, Ying (May 2008), "Soft power: Power of attraction or confusion?", *Place Branding and Public Diplomacy* 4. 2: pp.147-158.

Ferguson, Niall. (2004) "Colossus: The Price of America's Empire." New York: Penguin Press. Intro

Finnemore, Martha, (1996), *National Interests in International Society*, Ithaca, New York: Cornell University Press., p.154

Frankel, Joseph (1970), *National Interest*, London: Pall Mall Press

Gallarotti, Giulio M. (2011) "Soft Power: What it is: Why it's important, and the conditions under which it can be effectively used" in *Journal of political power* 4:1, pp. 25-47.

Garson, G.D. (2009). *Structural Equation Modeling, Statnotes: Topics in multivariate analysis*, (last updated on 10th August 2009)

Gatignon, H. (2010). "Confirmatory Factor Analysis". *Statistical Analysis of Management Data*. Springer. pp. 59–122.

Gao, S, Mokhtarian, P.L., & Johnston, R.A., (2008). Nonnormality of data in structural equation models. *Transportation Research Record*, 2082(1), 116-124.

George, Alexander and Keohane, Robert, (1980), "The Concept of National Interest: Uses and Limitations," in George, Alexander, *Presidential Decision making in Foreign Policy*, Boulder: Westview.

George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference* 11.0 update (4 th ed.). Boston: Allyn & Bacon.

Giddens, A. (1979), *Central problems in social theory: Action, structure, and contradiction in social analysis*. Los Angeles, CA: University of California Press, p.5

Giddens, Anthony, (1984), *The Constitution of Society*. Cambridge, England: Polity Press.

Gray, Colin S., (2011) "Hard Power and Soft Power: The Utility of Military Force as an Instrument of Policy in the 21st Century", US, Strategic Studies Institute, p. 31.

Hair, J., Black, W., Babin, B., Anderson, R. and Tatham, R. (2006) *Multivariate Data Analysis*. 6th Edition, Pearson Prentice Hall, Upper Saddle River.

Hancock, Gregory R., (2003) 'Fortune Cookies, Measurement Error, and Experimental Design'. *Journal of Modern Applied Statistical Methods*.2 (2); 293-305.

Hobsbawn, Eric, (1983). *Introduction: Inventing Tradition, and Mass Producing Tradition: Europe, 1870-1914. The Invention of Tradition*, ed, Eric Hobsbawn and Terence Ranger.

Hoffmann, Stanley (1978), *Primacy or World Order: American Foreign Policy Since the Cold War*, New York: McGraw-Hill.

Hoelter, D.R. (1983) The analysis of covariance structures Goodness-of-fit indices, *sociological. Methods and Research*, 11, 325-344

Huh, Tae-Wan, (2012), "The Republic of Korea's Public Diplomacy as a Policy of Soft Power, *Counsel of political Affairs at the Korean Consulate General, Los Angeles*, Vol.3, Issue2, p.1

Hu, L. & Bentler, P.M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, 6(1), 1-55

Huntington, Samuel, (1993) 'The Clash of Civilizations?', *Foreign Affairs*, Summer, Vol. 72, No.3, p.25

Hwang, Balbina Y., (2017), "The Limitations of "Global Korea's" Middle Power, "Georgetown University (Feb.) Open Forum.

James, L.R., Mulaik, S.A. & Brett, J.M. (1982). *Causal analysis: Assumptions, models and data*. Beverly Hills: Sage

Jary Klotz, Audie (1995), *Norms in International Relations: The Struggle against Apartheid*. Ithaca: Cornell University Press., David; Jary, Julia, (1995), *Collins Dictionary of Sociology*, (2nd ed.). Glasgow: HarperCollins

Jepperson, Ronald L. et al. (1996), "National Identity, and Culture in National Security," in Katzenstein, Peter (ed.), *The Culture of National Security*, New York: Columbia University Press.

Joffe, Josef, (2006), 'The Perils of Soft Power' in *New York Times*, May 14th.

Joreskog, K. G., & Sorbom, D. (1993). *LISREL 8: Structural Equation Modeling with the SIMPLIS Command Language* Lincolnwood, IL, Scientific Software International, Inc.

Kagan, Robert. (February 12th 2012), "The importance of US military might shouldn't be underestimated" in The Washington Post.

Kaplan, D., (2008) Structural Equation Modeling: Foundations and Extensions – Second Edition. p.79-88.

Karlsson, Marcus, (June 28th, 2011), "Economic Warfare on the Silver Screen," France 24, Beyond Business – Cannes Film Festival.

Katzenstein, Peter J., (1996) Cultural Norms and National Security: Police and Military in Postwar Japan. By Ithaca, NY: Cornell University Press, p.307

Kline, R.B. (2005). Principles and practice of structural equation modeling. New York: The Guilford Press.

Kline, R.B. (2011). Principles and Practice of Structural Equation Modelling – Third Edition.

Kline, R.B. (2016). Principles and Practice of Structural Equation Modelling – Fourth Edition.

Klotz, Audie, (2006), Moving Beyond the Agent-Structure Debate, International studies review, Vol. 8, Issue 2, June, p.

Kozhakhmetova, Dinara, 2012, Soft Power of Korean Popular Culture in Japan: K-Pop Avid Fandom in Tokyo, Lund University, Center for East and South-East Asian studies, pp.1-62

Kula, Sedat, (2011), Statistical Analysis Criteria's for Structural Equation Modeling.

Le, H, Schmidt,F.L., Harter, J.K & Lauyer, K.J (2010). The problem of empirical redundancy of constructs in organizational research: An empirical investigation. Organizational Behavior and Human decision processes, 112, 112-125.

Leheny, David. (2006) "A narrow place to cross swords: "soft power" and the politics of Japanese popular culture in East Asia" in Katzenstein, p.J. and Shiraishi, T. (eds) Network power: Japan and Asia Ithaca, New York: Cornell University Press, pp.211-233.

MacCallum, R.C., Browne, M.W., & Sugawara, H.M. (1996), Power Analysis and determination of sample size for covariance modeling. Psychological Methods. 1(2), 130-149.

Maack,, Mary N., (2001), "Books and Libraries as Instruments of Cultural Diplomacy in Francophone Africa during the Cold War," Libraries & Culture 36, no. 1 ,Winter, p.59.

Mattern, Janice Bially, (2005), "Why 'Soft Power' Isn't So Soft: Representational Force and the Sociolinguistic Construction of Attraction in World Politics", in *Millenium – Journal of International Studies*, , v. 33, n. 583.

Mazarr, Michael J., (1996), "Culture and international relations: a review essay" *Washington Quarterly*, July, 19:2; pp.174-197.

Mazarr, Michael J., (2016), Rand, Press Room, News Releases, <http://www.rand.org/news.html>, Wednesday, October 19th

McClory, Jonathan (2018): The Soft Power 30: A Global Ranking of Soft Power 2018, Portland Communications & USC Center on Public Diplomacy: available at <https://softpower30.com/wp-content/uploads/2018/07/The-Soft-Power-30-Report-2018.pdf> (06 May 2019).

McClory, Jonathan (2019) 'The soft power 30: a global ranking of soft power', Portland, , accessed 01

McCormick, John., (2006), *The European Superpower* London: Palgrave Macmillan.

McDonald, R. P., & Ho, M. H. R. (2002). Principles and practice in reporting statistical equation analyses. *Psychological Methods*, 7(1), 64-82

Menard, S. (2004), "Standardized regression coefficients", in Lewis-Beck, M.S.; Bryman, A.; Liao, T.F. (eds.), *The Sage Encyclopedia of Sociel Science Research Methods*, Thousand Oaks, CA, USA: Sage Publications, pp. 1069–1070

Morgenthau, Hans J. (1951), *In Defense of the National Interest: A Critical Examination of American Foreign Policy*, New York: Alfred A. Knopf.

Morgenthau, Hans J., (1978), *Politics Among Nations: The Struggle for Power and Peace*, 5th rev. edn., New York: Alfred A. Knopf.

Mulaik, Stanley, James, Larry R., Van Alstine, Judith, Bennett, Nathan, Lind, Sherri, Stiwell, C.Dean, (1989), " Evaluation of Goodness-of-Fit Indices for Structural Equation Models", *Quantitative Methods in Psychology*, Georgia Institute of Technology, p439.

Nachtigall, Christof, Kroehne, Ulf, Funke, Friedrich, Steyer, Rolf, (2003), '(Why) Should We Use SEM? Pros and Cons of Structural Equation Modeling, *Methods of Psychological Research Online*, Vol.8, No.2, pp.1-22

Nye, J 1990, *Bound to lead: the changing nature of American power*, Basic Books, New York, New York: Guilford Press

Nye, J 2004, *Soft power: the means to success in world politics*, Public Affairs, New York
New York: Guilford Press. p.230-294.

Nye, Joseph S., (2006), "Think Again: Soft Power" in *Foreign Policy*:
http://www.foreignpolicy.com/articles/2006/02/22/think_again_soft_power

Nye, Joseph, (2004), 'Soft Power: The Means to Success in World Politics', Public Affairs,
New York.

Nye, Joseph, (2006), *Springing Tiger: India Today*, Harvard Kennedy School, John F.
Kennedy School of Government, on line publication; <https://www.hks.harvard.edu/news-events/news/news-archive/springing-tiger>, p.1

Nye, Joseph., (2011), 'The Future of Power', Public Affairs, New York, p.84

Nye, Jr., Joseph S, (1990), *Bound to Lead: The Changing Nature of American Power*, Basic
Books, p.188

Nye, Jr., Joseph S, (2009), 'Combining Hard and Soft Power', *Foreign Affairs*, p.3

Otmazgin, Nissim K. (2008), "Contesting soft power: Japanese popular culture in
Proceedings, the RAND Corporation, Santa Monica: RAND.

Procopio, Maddalena, 2015, The effectiveness of Confucius Institutes as a tool of China's
soft power in South Africa, London School of Economics, United Kingdom, South Africa,
African East Asian affairs Monitor, Issue 2 June, p.98-125

Rosenau, J. N. (1968), *National Interest*, New York: Macmillian.

Ruggie, J. G. (1983), "Continuity and Transformation in the World Polity: Toward a Neorealist
Synthesis," *World Politics* 35 (2): 261-285.

Sachdev, Sheetal B. and Harsh V. Verma (2004) 'Relative importance of service quality
dimensions: A multisectoral study, *Journal of Service Research*, (Jan.), pp 1-116

Shiraishi, Saya S. (1997) "Japan's Soft Power: Doaremon goes overseas" in Katzenstein,
P.J. and

Shiraishi, T. (eds) *Network power: Japan and Asia* New York: Cornell University Press,
pp.234-272.

Singh, J.P., and Macdonald, S., 2017, *Soft Power Today: Measuring the Influences and Effects*, Edinburgh: The Institute for International Cultural Relations, The University of Edinburgh.

Suhr, D.D. (2006), "Exploratory or Confirmatory Factor Analysis?" in *Statistics and Data analysis*, p.1-200

Tanaka, J.S. (1993). "Multifaceted conceptions of fit in structure equation models". In Bollen, K. A.; Long, J. S. (eds.). *Testing structural equation models*. Newbury Park, CA: Sage. pp. 136–162

Takeshi Matsuda, *Soft Power and its perils: US Cultural Policy in Early Postwar Japan and Permanent Dependency* (US, Stanford University Press: 2007) pp. 4-6

Todd Hall, "An Unclear Attraction: A Critical Examination of Soft Power as an Analytical Category", in *The Chinese Journal of International Politics*, Vol. 3, 2010, p. 197.

Treverton, G.F. and Jones, S.G. (2005) "Measuring national power", Conference

Turner, John C. (1985), "Social Categorization and the Self-Concept: A Social Cognitive Theory of Group Behavior," in Lawler, Edward J. (ed.), *Advances in Group Processes*, vol. 2, Greenwich: JAI Press.

Van Ham, Peter, (2008), "Place Branding: The State of the Art," *The Annals of the American Academy of Political and Social Science* 616, March, 127-133.

Waller, Michael J., (2009), "Cultural Diplomacy, Political Influence, and Integrated Strategy," in *Strategic Influence: Public Diplomacy, Counterpropaganda, and Political Warfare*, (Washington, DC: Institute of World Politics Press), p.74.

Warren, T. Camber, "Not by the Sword Alone: Soft Power, Mass Media, and the Production of State Sovereignty.", *International Organization* / Volume 68 / Issue 01 / January 2014, pp 111 – 141

Weber, Max, (1957), *The Theory of Social and Economic Organization*., Edited by Talcott Parsons. Glencoe, 111, Free Press. → first published as Part 1 of *Wirtschaft und Gesellschaft*, 1922b, pp.124-132

Weldes, Jutta (1996), "Constructing National Interest," *European Journal of International Relations* 2(3) :275-318

Wendt, Alexander (1999), *Social Theory of International Politics*, Cambridge University Press

Wendt, Alexander, (1987), The Agent Structure Problem in International Relations Theory, International Organization, Vol.41, No.3, P.335-370

Wendt, Alexander, 1992, Anarchy is what States Make of it: The Social Construction of Power Politics, International Organization, Vol. 46, No. 2, pp. 391-425

Zhou, Ying and Luk, Sabrina, 2016, Establishing Confucius Institutes: a tool for promoting China's soft power? Journal of Contemporary China, PP.1-15

Wheaton, B., Muthen, B., Alwin, D. F., & Summers, G. (1977). Assessing Reliability and Stability in Panel Models. Sociological Methodology, 8, 84-136.

