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Study on Improving the Function of Senior Citizen Centers at RISK in KOREA

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Abstract

The aim of this research is to study the functions of senior citizen leisure and welfare centers that are autonomously managed and operated by senior citizens in order to contribute to senior citizens' ability to live a healthy life in their old age. Based on December 2016 statistics, there are 3,369 senior citizen centers in Seoul with approximately 7 or 8 in each 'dong' (administrative unit). There are approximately 68,000 centers nationwide, making South Korea's senior citizen centers the most accessible in the world. Moreover, it can also be considered a social overhead capital as an excellent delivery system of senior welfare through its undertaking of beautiful and fine customs as well as delivering culture. This study conducted a survey of presidents from 3,369 senior citizen centers between the periods 2016. 4. 1 and 2016. 6. 30 in Seoul and analyzed 3,100 valid samples. The SPSS/WIN 21.0 program was utilized for data analysis. The goal of this research is to propose a solution that can secure effective management capabilities by improving the functional operation system of senior citizen centers, which is projected to contribute to strengthening senior citizen centers' quality management.

[Keywords] *Senior Citizen Centers at Risk, Leisure and Welfare Facilities for Senior Citizens, Improving the Function of Senior Citizen Centers, Complete Enumeration Survey of Senior Citizen Centers, Operating Models of Senior Citizen Centers*

1. Introduction

1.1. Need for research

South Korea, 17 years after entering an aging society in 2000, has become an aged society. According to the Ministry of Public Administration and Security, among the 51,753,820 registered citizens of South Korea in August 2017, those over 65 years of age took up 14.02% of the total with a number of 7,257,288. The United Nations defines a society an aging society when those who are 65 years old or more are at least 7% of the total population, aged society when it is at least 14%, and super-aged society when it is over 20%. The ratio in South Korea of those that

are 65 years old or more has increased consistently, with 10.2% in 2008, 12.2% in 2013, and 13.5% last year[1].

With the rapid trend of aging, interest in senior citizen centers, leisure and welfare facilities for the elderly, increased and consistent studies to find methods to vitalize them were conducted. Although there have been studies on strengthening the function of senior citizen centers and a new paradigm to create a future image for them, studies that solve actual problems that arise when operating a senior citizen center, reflect future needs, and provide alternative plans to make senior citizen centers with a positive, productive image are rare. While existing research provides solutions to vitalize senior welfare

centers by operating educational/leisure programs, improving facilities, etc. and thereby improving the satisfaction level, this study analyzes the problems that arise on the field while operating senior citizen centers and their solutions by designating operating managers actually involved in the senior citizen center business[2].

The results of this study are expected to be utilized as baseline data for observing the real and current operation systems of senior citizen centers in Seoul, while contributing to strengthening senior citizen centers' quality management by providing ways to secure an effective management capabilities through functional management system improvement[3].

1.2. Research question

Based on the research and analysis of operation conditions of senior citizen centers, this research question considered necessary preparation factors so that senior citizen centers can carry out a desirable function in the future. Then, it was formed into a question that looked for a standard model for senior citizen centers.

First, in order to analyze the current operation conditions of senior citizen centers, v results of various existing actual condition surveys on senior citizen centers and existing studies were combined and organized.

Second, the current condition of operation of senior citizen centers in Seoul and their policies were examined.

Third, a survey and interview of operation managers of senior citizen centers in Seoul were conducted regarding the current operation condition of senior citizen centers and opinions on improvement(budget, program satisfaction level, opinions on current and future center management) in order to analyze the problems in operating senior citizen centers and their causes, while proposing opinions on future functions and direction of senior citizen centers.

Fourth, this research focused on finding an operation model for senior citizen centers that can improve the effectiveness of policy

based on current policies related to senior citizen center management in Seoul.

1.3. Research method

1.3.1. Data analysis and literature research

In order to understand the current condition of senior citizen centers in Seoul, materials on support history for senior citizen centers in Seoul were utilized such as internal material from the Korean Senior Citizens Association's Seoul Federation, statistics data from Seoul-related websites, and administrative material from local related organizations. Moreover, among reports of research centers, research papers and policy reports related to analyzing the current state and characteristics of senior citizen center clients and developing a model related to the function of senior citizen centers.

1.3.2. Research study

Survey questions were extracted through consulting with working-level persons with the support of the Seoul Metropolitan Support Center for Senior Citizen Centers in the Korean Senior Citizens Association's Seoul Federation, while their validity and reliability were verified through consultation meetings.

Because this operation condition study was aiming for a complete enumeration survey of senior citizen centers in Seoul, all possible candidates were encouraged to participate rather than sampling. Study subjects were persons in charge of senior citizen centers(presidents or center heads) considering the aim of this study.

1.3.3. Professional consultation

The research was carried out by first forming a team of experts that participated in studying the current condition of senior citizen centers and developing a model for embracing the future elderly generation. Professional opinions were considered, and consultative meetings were organized to gather opinions before proceeding with the research. Professional opinion were generally concerning the causes of poor operation and vitalization of senior citizen centers, while various reactions of stakeholders in the senior citizen

business, support level, etc. were discussed in the consultative meetings.

1.4. Research content

The research model was constructed in order to propose improvements in operating senior citizen centers by re-establishing the operation method and functions of senior citizen centers as a solution, based on the operation condition study of senior citizen centers in Seoul.

Problems in senior citizen center operation and improvement factors were analyzed through study factors such as the number of users and facilities in a senior citizen center, budget operation conditions, and program operation conditions, which are factors for the operation condition study of senior citizen centers in Seoul, while suggesting a new senior citizen center model. The research flow was set in the direction of ultimately securing quality management in senior citizen centers.

The following are the details.

Firstly, the current situation is understood by conducting an operation condition study through objective indices that provide an objective insight into the current operation of senior citizen centers such as the average number of daily users, total floor space of the senior citizen center, support budget conditions, program operation, etc.

Secondly, measures to transform and improve the functions of senior citizen centers in order to encompass diverse future demands of the elderly in regards to leisure and welfare.

Thirdly, proposing a binary model for the senior citizen center system was the focus in order to vitalize senior citizen centers and re-establish their functions.

2. Theoretical Background

2.1. Current conditions of senior citizen centers as leisure and welfare facilities for senior citizens

2.1.1. Summary of senior citizen centers

With the amendment of the Welfare for the Aged Act in 1989, it began being operated as a legal institution alongside schools for the elderly as a leisure facility for senior citizens based on Article 20 of the Welfare for the Aged Act. Senior Citizen Centers naturally formed in the format of the 'reception room' from our nation's unique culture and remained an unofficial resting area for the elderly. It was then given an organizational system under Korean Senior Citizens Association when it was established.

Coming into the 1990s, standards for senior citizen center facilities and operational management was systemized, operational expenses were supported, and the number of senior citizen centers increased exponentially with the construction of the new town[3]. It has developed into the South Korean local community's very own foothold for elderly group culture and a leisure and welfare facility for senior citizens to become what it is today[4].

2.1.2. Current conditions of the facility size of senior citizen centers

According to Article 36, Clause 2 of the Welfare for the Aged Act, senior citizen centers is a leisure and welfare facility for senior citizens that is constructed to provide a place where the local elderly can autonomously form friendships, participate in hobby activities, operate common workshops, exchange information, and do other leisure activities. It is the most common social welfare facility among the independent facilities and is the most accessible, successfully performing its crucial role in leisure activities for the elderly. According to the Ministry of Health and Welfare, in January 2015, there are 65,665 leisure and welfare facilities for senior citizens and among them 63,960 are senior citizen centers, adding up to 97%. In the case of Seoul as shown in <Table 1>, there are 3,743 leisure and welfare facilities for senior citizens and among them 3,298(88%) are senior citizen centers[5].

Table 1. Overall table of leisure and welfare facilities for senior citizens in Seoul 2015.1. present[6].

(Unit: Number)

City, province	Elderly group over the age of 65 (based on registered citizens in 2014.12.31)	Total	Welfare center for senior citizens		Senior citizen center	School for the elderly
			Number of facilities	Number of employees		
Seoul	1,223,221	3,743	74	1,284	3,298	371

According to the Ministry of Health and Welfare’s reports on the current condition of welfare facilities for senior citizens, the percentage of senior citizen centers is very high. Although demand for such facilities is slowly increasing as society ages, the qualitative factors of operation such as service content are expected to be more influential than the scale and range of the facility. With population increase and longer average life expectancy, it is evident that securing space for improving life quality through increased demand in care for the elderly and various leisure activities is essential.

2.2. Current conditions of senior citizen centers in Seoul

According to the Seoul government, there are 3,369 senior citizen centers in Seoul (2016.12).

2.2.1. Current conditions of facilities

According to the Seoul Metropolitan Support Center for Senior Citizen Centers data (2016), facilities are generally established focused on private establishments and apartments, and are generally located on the ground floor. It was shown that floor space was generally 99 m² or smaller.

When observed in detail, in the case of senior citizen centers 70.2% were founded by private establishments and 29.8% were founded by district jurisdictions (including public institutions). In the case of those in the format of senior citizen centers, 61.5% were facilities within an apartment complex,

and 38.5% were elsewhere, including autonomously-established centers. 75.8% were located on the ground floor, 18.2% were on

the second floor or higher, and 1.4% were below ground level. In the case of scale of floor space, 52.0% smaller than 9 m² while 48.0% were bigger than 99 m².

2.2.2. Current conditions of scale

According to the Seoul Metropolitan Support Center for Senior Citizen Centers data (2016), the overall number of senior citizen centers, daily users, and registered members have been on the rise for the last three years.

There were 3,255 senior citizen centers in 2013, 3,298 in 2014, 3,316 in 2015, and 3,369 in 2016, showing a steady increase.

The same goes for the number of daily users per year. The average number was 62,121 in 2013, 65,753 in 2014, and 66,324 in 2015, revealing that the number of senior citizen center users increased over time.

There were 126,923 registered members in 2014, 129,072 in 2015, and 164,977 in 2016, showing an increase as well.

However, when observing the numbers in 2013, it can be observed that the margin of increase in the number of senior citizen centers, daily users, registered members, etc. is decreasing over time.

2.2.3. Current conditions of budget

When observing the overall budget supply to Seoul and autonomous districts over the last three years, 18,490,183 thousand KRW was supplied in 2013, 16,751,172 thousand in 2014, and 18,093,229 thousand in 2015.

When observing the ratio in the detailed budget execution during the three years from 2013 until 2015, from the overall budget of 53,334,584 thousand KRW, 72.7%(38,774,120 thousand KRW) was executed. 12.1% went to

heating, 5.6% to food and beverage, 5.2% to senior citizen center program vitalization, 2.8% to cooling, and 1.6% to senior citizen center specialized programs; center operating expenses had the largest ratio among the various expenses. This ratio, however, has decreased from 73.8% in 2013 to 69.8% in 2015, and heating costs are showing similar declines. On the other hand, cooling, food and beverage, and senior citizen center program vitalization costs appeared to increase over time; the ratio of expenses going to specific purposes is increasing.

2.2.4. Current conditions of population in Seoul and each autonomous district, and scale of senior citizen centers

The following are the current conditions regarding the number of senior citizen centers for each administrative unit ('dong') and the proportion of senior citizen population per senior citizen center.

Firstly, when inspecting at the level of administrative dong, the average number of senior citizen centers was 7.8, and the autonomous district that is closest to the average was Gangbuk-gu with 7.4. Nowon-gu had the biggest number of senior citizen centers with 12.7, while Jongno-gu had the smallest with 3.1.

Secondly, when considering people 65 years of age or more as those that are qualified to use senior citizen centers, an average of 383 people could use one senior citizen center. Seocho-gu was the closest to the approximate value at 382, while Gwanak-gu could have the most users at 602 people and Seongdong-gu the least at 253.

Thirdly, when inspecting people that are 75 years old or older who use senior citizen centers the most, an average of 140 people could use one senior citizen center. Songpa-gu was closest to the approximate value at 142 people, while Gwanak-gu could have the most users at 199 people and Seongdong-gu the least at 95.

2.3. Preceding research review

2.3.1. Research on the functions of senior citizen centers

Although the initial function of senior citizen centers was providing a place for senior citizens to promote friendship, as senior citizens' demands diversified and economic status increased, their interest in hobby activities and health, as well as their desire to maintain good health, increased as well. Hence, an additional function of providing a place for leisure activities was created.

Recently, with senior citizen centers coming into the limelight as a community resource, various activities and volunteering activities in the local community are taking place for the purpose of interacting with the local community. Senior citizen centers' functions are expanding furthermore into areas such as operating common workshops and exchanging diverse information in order to gain economic profit.

However, in reality, although senior citizen centers have the advantage of being 'easily accessible to facilities' for senior citizens, poor facilities and budget is causing lacking support manpower for senior citizen center operation. This is resulting in limitations in carrying out the added functions of senior citizen centers.

Recently, the baby boomer generation is entering a generation of people that use senior citizen centers, and senior citizen centers' functions need to be inspected in order for it to play its role as a leisure and welfare center that satisfies the physical, mental, health, and economic demands of senior citizen clients. Furthermore, research is being conducted to reflect various factors and demands future senior citizen centers need to prepare for[7].

In the case of Seoul, it is adopting the differentiation according to floor space for the improvement of senior citizen centers. They are being categorized into three types according to the scale of floor space, and each type is given a specialized program. Small scale centers with less than 30 'pyeong' plays a role of a reception room, while those bigger than 30 pyeong's functions are expanded to carry out the role of an open senior citizen and welfare center. As such, senior citizen

centers are attempting to transform their functions[8].

The Busan Social Welfare Development Institute(2013) departmentalized the functions of senior citizen centers into 3 types according to the age group of their user population: The simple leisure type, leisure and welfare type, and local participation type. The Seoul Institute(2005) categorized the function of senior citizen centers into three types according to their floor space scale through a demonstration model study of welfare centers for the elderly: Homecare welfare for the elderly, leisure and welfare, and leisure(reception room)[9].

3. Research Results of Current Conditions of Senior Citizen Centers

3.1. Research summary

3.1.1. Research scale

3,316 senior citizen centers located in Seoul in April 2016 were selected as study subjects, and results of conducting a survey after complete enumeration resulted in a total of 3,246 survey results being collected. The final selection of survey results added up to 3,043, showing a 92% collection rate excluding the 20 senior citizen centers that are not part of the present statistics and 183 overlapping survey responses.

3.1.2. Study subjects

The subjects of this study were persons in charge of senior citizen centers(presidents or center heads).

The contents of this study can have an important effect on future senior citizen center operation, so the opinions of actual persons in charge of senior citizen centers were recognized to be an important variable.

3.1.3. Research content

The research content consists of a current condition inspection and strengthening of the functions of senior citizen centers. There were a total of 14 questions including 12 questions related to the current condition inspection.

3.2. Research results

3.2.1. Scale of total floor space of senior citizen centers

The most common total floor space scale among senior citizen centers were 21-30 pyeong at 28.6%, while 26.0% was 10-20 pyeong, 18.3% were 41 pyeong or more, 17.0% were 31-40 pyeong, and 10.1% were 10 pyeong or less.

3.2.2. Number of registered members

70.7% of senior citizen centers had 21-50 registered members, 14.7% had 51-100, 10.4% had less than 20, and 4.2% had 101 members or more.

3.2.3. Number of average daily users

64.2% of senior citizen centers had 20 average daily users or less, 20.9% had 21-30, 7.3% had 31-40, 3.3% had 41-50, and 4.3% had 51 daily users or more.

3.2.4. Current operation conditions

3.2.4.1. Provision of personnel expenses on lunch helpers

58.5% of senior citizen centers used 200,000 KRW or less as personnel expenses for lunch helpers, 23.9% used 300,000 KRW or more, 13.6% used 200,000-249,999 KRW, 4.0% used 250,000-299,999 KRW.

3.2.4.2. Average monthly shortage of operating expenses in senior citizen centers

46.2% of senior citizen centers had an average monthly shortage of operating expenses less than 200,000 KRW, 43.2% had 100,000 KRW or more, 6.1% had less than 300,000 KRW, and 4.5% had less than 400,000 KRW.

3.2.4.3. Uses of operating expenses in senior citizen centers

36.7% of operating expenses in senior citizen centers were being used for subsidiary food expenses, 32.8% used for utilities, 17.4% used for eating, 8.7% used for shortages in heating and cooling, 1.7% used for

benefits for executive employees, and 2.7% used for other spending.

3.2.4.4. Means to meet shortages in operating expenses in senior citizen centers

As means to meet shortages in operating expenses in senior citizen centers, 54.6% was membership fees, 41.0% was support funds from the local government, and 4.4% was support from the local representative or came from other profit sources.

3.2.4.5. Average monthly operating expenses that comes as support from Seoul or autonomous district

41.3% of senior citizen centers received 300,000-400,000 KRW as support funds from Seoul or autonomous district, 22.4% received 400,000 KRW-499,999 KRW, 18.4% received 200,000-299,999 KRW, 5.7% received 500,000-599,999 KRW, 5.4% received 200,000 KRW or less, 5.2% received 600,000-699,999 KRW, and 1.6% received 700,000 KRW or more.

3.2.5. Current conditions of programs

3.2.5.1. Program satisfaction level

Regarding the satisfaction level of programs provided by senior citizen centers, 67% were very satisfied or satisfied while 3.9% were unsatisfied or very unsatisfied, revealing that there is a high satisfaction level in the programs that are being provided currently.

3.2.5.2. Detailed program satisfaction level

Among the various detailed programs, 69.2% were very satisfied or satisfied in the dementia prevention and examination program, 68.1% were very satisfied or satisfied in the healthy walking program, and 70.6% were very satisfied or satisfied in the healing city farming program.

3.2.6. Satisfaction level and difficulties in senior citizen center use

Regarding difficulties in using senior citizen centers, the satisfaction ratio was 92% and dissatisfaction ratio was 8%, revealing that users were generally satisfied. However, among the things that need improvement, the number one factor was operation problems(including membership fees), second was facility and equipment problems, and third was member relationship problems(conflict resolution and bonding issues). In the aggregated results that did not consider rankings, facility and equipment problems were the most common, while operation problems(including membership fees) and member relationship problems (conflict resolution and bonding issues) also showed to be problematic factors that needed improvement.

4. Strengthening Senior Citizen Center Functions and a New Model

4.1. Senior citizen center operation types and direction of function improvement

4.1.1. Research results of operation types and functions of senior citizen centers

4.1.1.1. Senior citizen center operation type

As shown in <Table 2>, in the case of operation type 78.5% preferred the current system of distinguishing between welfare centers and senior citizen centers. Meanwhile, 9.5% preferred the small-scale welfare center type, 6.0% preferred senior citizen centers distinguishing age groups, and 5.9% preferred open senior citizen centers that operate programs per topic according to user preference.

Table 2. Satisfaction level according to the operation type of senior citizen center[10].

Satisfaction level according to the operation type	Frequency	%
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Distinguishing between welfare centers and senior citizen centers	2,390	78.5
Distinguishing between a reception room-type, open-type, or small-scale type of welfare center according to scale	288	9.5
Expanding to an open senior citizen center(caf�, care, hobby, etc.) and changing the operation type according to senior citizen preference	181	5.9
Distinguishing age groups and operating autonomously as similar age groups gather	184	6.0
Total	3,043	100

4.1.1.2. Future functions of senior citizen centers

As shown in <Table 3>, regarding the future function of senior citizen centers, based on the current preference level that strongly leans towards the current format of distinguishing between welfare centers and senior centers, 35.5% is a resting area for senior citizens(reception room) while 31.9% provide leisure programs, resulting in 67.4% being the combination of the two functions. On the other hand, 13.2% consisted of economic

support(common workshops), 9.5% was volunteering for the local community, 6.4% was caring for the elderly(volunteering to help senior citizens), and 3.5% was educating and training for social readjustment, which are new functions demanded by the baby boomer generation and new functions society needs. Thus, it was evident that among presidents or center heads of senior citizen centers, there was a high preference in the current operating type of senior citizen centers.

Table 3. Future functions of senior citizen center[11].

Future functions of senior citizen centers	Frequency	%
Resting area for senior citizens(reception room)	2,793	35.5
Providing leisure programs	2,508	31.9
Economic support(common workshops)	1,040	13.2
Volunteering in the local community(volunteering)	749	9.5
Volunteering for the elderly	507	6.4
Educating and training for social readjustment	279	3.5
Total	3,043	100.0

4.2. Operation types and re-establishment of functions of senior citizen centers

4.2.1. Existing formats

The senior citizen center model that society realistically demands is something that

overcomes the passive, inner-directed type of closed off senior citizen center with the function of a reception room and rather an open senior citizen center that interacts with the local community and promotes new jobs and

volunteering, with an expanded range of functions.

In particular, when the baby boomer generation begins using senior citizen centers in the future, the existing reception room and leisure-focused function of senior citizen centers is expected to be insufficient considering that generation's characteristics and demands[12].

However, persons in charge of senior citizen centers prefer the existing operating type that has the function of reception rooms or resting areas for the elderly, and prefers the current status quo of distinguishing welfare centers and senior citizen centers. This makes it realistically difficult to find the internal impetus to transform senior citizen centers' functions, making it evident that effort is essential to do so.

In order to improve and transform the operation and functions of senior citizen centers, the support and cooperation of senior citizens that use the facilities is essential, but these problems are difficult to solve with mere cooperation, and institutional methods will be needed as well.

In the case of Seoul, as shown in <Table 4>, the operating functions of senior citizen centers is being distinguished by encouraging simple rest and friendship promotion in centers with a floor space of 99 m² or less, an open center-function for those with a floor space of 100-299 m², and welfare center functions for those with 300 m² or more. By distinguishing functions according to floor space and operating various programs and activities, it can be understood that diverse demands are being accommodated.

Table 4. Operating models of senior citizen centers in Seoul[13].

Category	Less than 20m ²	20-49m ²	50-99m ²	100-299m ²	300m ² or more
3,346 centers	13(0.4%)	530(16%)	1,271(38%)	1,442(43%)	90(2.6%)
Function	Space for simple rest and friendship formation			Open senior citizen center	Implementation of welfare center functions

4.2.2. Operating formats and functions of senior citizen centers

When studying existing study results and case examples, it is observable that factors such as the characteristics of senior citizen center users, center facilities and floor space, number of registered members and average daily users affect the operation type and function of senior citizen centers. In this study, centers were distinguished between reception room-types and open-types based on this.

Firstly, 99 m² of floor space is set as the distinguishing standard, those with 99 m² or less floor space is often operated inefficiently because there is not enough space for operating programs provided by the local commu-

nity(including the Korean Senior Citizens Association), so it is evaluated that it is more effective for them to carry out their existing reception room function. When the floor space is 100 m² or more, there is sufficient facilities and equipment to carry out the functions of interacting with the local community and participating in creating jobs, etc. making it possible for them to operate various programs and businesses.

Secondly, when centers are distinguished according to whether they have 29 registered members or less and 20 or less average daily users, the number of senior citizen centers with a large floor space but few users that are criticized for inefficient operation can be decreased. On the other hand, the more registered members and average daily users a sen-

ior citizen center has, the higher the possibility that hit will operate diverse programs and secure efficiency in budget execution.

Therefore, reception room-type senior citizen centers with a floor space of 99 m² or less can operate leisure programs for a small number of people and comparatively older citizens can be encouraged to use them. On

the other hand, if the floor space is 100 m² or more, senior citizen centers can be encouraged to interact with the local community and participate in businesses that create jobs so that they can be switched over to facilities that the baby boomer generation can mainly use in the future. Such a binary operation method is summarized in <Table 5>.

Table5. Operation model according to type of senior citizen center[6].

Category	Type of senior citizen center	
	Open-type	Reception room-type
Scale	100m ² or more	99m ² or less
Number of registered members	30 or more	29 or less
Main Age Group	Mainly 60s and 70s	Mainly 80s or older
Number of Users(per day)	21 or more	20 or less
Function	Business-focused such as interaction with the local government, participating in jobs	Focused on leisure and health

5. Conclusion and Policy Proposal

The purpose of this research is to improve senior citizen center welfare that is at risk. Senior citizen centers in South Korea have a history that includes palaces, gazebos, reception rooms, and community centers. However, younger senior citizens 75 years old or younger currently consider senior citizen centers to be old-fashioned and are reluctant to use them. The current average user age is 78.

There are approximately 65,000 senior citizen centers nationwide, with 3,369 in Seoul and 7 or 8 in each administrative dong. It is the senior leisure and welfare society that is the most accessible in the world, and because it is a user-focused democratic establishment that is autonomously managed and operated by the users, it is a very low-cost high-efficiency system with an expense of 10 million KRW or less per year.

However, the truth is that the current conditions are inappropriate to carry out pro-

grams and leisure and welfare functions because 52% of all senior citizen centers have a floor space of 99 m² or less, 44.8% a floor space of 100-299 m², and only 3.2% have a space of 300 m² or more. Due to such limitations in the facilities, most senior citizen centers have the function of providing a reception room-type space where people can share their life stories. It is therefore evident that a new model of senior citizen centers with active functions similar to senior centers in the United States is urgently needed, providing leisure and welfare to comparatively younger senior citizens. It can be observed that a binary system of both reception room-focused senior citizen centers and US senior center-type senior citizen centers is needed to become a home for senior citizens' welfare and leisure. Managing service quality is urgently needed such as providing a tailored high-quality program, complimentary food, and systematic healthcare through the development a new model of senior citizen centers.

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