

# The Women Manager Panel Survey: Moving beyond the glass ceiling to become a core workforce<sup>1</sup>

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## Abstract

While it is undeniable that the utilization of female talent is essential in achieving the government's agenda of a 70% overall national employment rate, as of 2013 the employment rate of women aged 15 or older stands at a mere 48.8%. The women managers panel survey is the nation's only survey targeting female workers in managerial position. It surveyed companies with 100 or more employees across all industries that had female workers in positions of deputy section chief or higher. The panel examines organizational variables, personal variables, and circumstantial variables affecting female managers in their work and personal lives while surveying the human resources management and utilization of female employees of companies. Based on the results of the survey, it was concluded that the leadership training for female managers provided by the government-run Female Talent Academy needs to be further expanded in order to increase the ratio of female managers and administrators within companies. Moreover, a female administrator quota needs to be incrementally introduced to companies with 100 or more employees in consideration of the scale of the company and voluntary participation by companies in affirmative action measures should be encouraged.

**Key words:** Female workers, Women manager, Affirmative action, Discrimination against women workers, Human resource management

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<sup>1</sup> This article summarizes a KWDI research report (Nan-jue Kim et al., 2014).

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## Introduction

While it is undeniable that the utilization of female talent is essential in achieving the government's agenda of a 70% overall national employment rate, as of 2013 the employment rate of women aged 15 or older stands at a mere 48.8%. Considering that the employment rate among the economically active population aged 15 or older is 59.5% in 2013, more women being hired is a prerequisite for meeting this 70% target.

Although more women must find jobs in order to achieve a 70% employment rate, the women's employment rate remains under 50%, and women workers do not enjoy high status in their workplaces. According to a "glass-ceiling index" published by the British weekly *The Economist* in March 2014, South Korea scored the lowest (worst) among 27 OECD nations<sup>7</sup> with 15.5 points out of a possible 100 - the only nation among the 27 OECD members to receive a score under 20 points. Norway scored the highest with 78.8 points, and the 27 OECD member states received an average of 53.8 points. In particular, with a score of 9.6% (OECD average: 31.6%) South Korea ranked 26th among OECD members in the "share of senior managers who are women" criteria within the index. South Korea and Japan were the only OECD member states with women accounting for less than 10% of senior managers. With only 1.9% "women on company boards" (OECD average: 12.5%), the nation scored 26th in this criteria as well.

It is important for women workers to overcome the glass ceiling, pursue their careers and be promoted as senior managers within their companies in order for a virtuous cycle to be sparked for female workers. The women managers panel survey is the nation's only survey targeting women in positions of deputy section chief or higher. It investigates how organizational, situational and personal factors individually or through interaction influence women as they enter and pursue their careers and provides related time series data. The survey results are significant in that they offer insight into the status of the utilization of female workers within companies and the establishment of individual women's careers.

## Survey respondents

This panel survey of female workers in managerial positions was conducted over a total of five rounds, with the first survey in 2007 and the fifth in 2014. It surveyed companies with 100 or more employees across all industries that had female workers in positions of deputy section chief or higher. The panel examines organizational variables, personal variables, and circumstantial variables affecting female managers in their work and personal lives while surveying the human resources management and utilization of female employees of

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<sup>7</sup> Of the 34 OECD member states, the seven countries of Estonia, Mexico, Chile, Turkey, Iceland, Slovenia and Luxembourg were not included in the study.

companies. Taking into account only female managers and not companies in the construction of the panel, this is one of few panels, either domestically or internationally, to follow female managers.

## **Labor status of women managers and individual characteristics**

### *Working hours and salary*

In 2013, the women managers surveyed worked a weekly average of 47.5 hours, among which 40.9 hours fell within normal working hours and 6.6 hours were overtime work. Given that legal working hours are 40 hours for a five-day workweek, women managers on average work one additional hour as overtime each day. Among women managers, 31.3% were found to spend between 31 and 60 minutes on commuting, while 20.0% spend less than 30 minutes. This indicates that more than half or 51.3% of them have a commuting time of less than 60 minutes. The greatest share of women managers (68.7%) said they arrive at the office between 8 and 9 AM on an average workday. While 38.8% said they leave the office between 6 PM and 7 PM on an average workday, a similar percentage (35.0%) said they leave between 7 and 8 PM.

When asked how much they work after leaving the office or during weekends, a total of 60.8% (approximately 6 out of 10), including the 25.6% who said they “do not work at all” and the 35.2% who replied that they “seldom work,” were found to work only at their offices. When asked about how they spend time after work, the greatest proportion (64.2%) said “Go home to spend time with family or relax.” The average compensation of women workers in 2013 stood at 4,443,000 won per month, while the largest group, or 24.5%, were found to earn between 3,010,000 and 4,000,000 won. Among the women managers, 63.9% (1,040 women) received annual incentive wages in 2013, with an average of 6,555,000 won.

As compensation for their performance, most of the women managers (57.6%) preferred “financial compensation, including incentive wages,” followed by “position-related compensation, such as promotion” (28.5%) and “time-related compensation, such as special vacations” (13.7%). The women managers were granted 18.7 days of annual leave on average, from among which they actually took 10.4 days off. This means they only used 55.8% of their eligible holidays.

### *Characteristics of assigned department and task*

As for the gender distribution of the women managers’ teams or departments, 50.7% were men and 49.3% were women, showing only a slight gap of 1.4%p (consisting of 8.3 men and 8.1 women on average). When asked about with whom among their bosses, colleagues and subordinates they had more communication issues, the women managers picked women colleagues (3.1 points), followed by male subordinates (3.0 points), male colleagues and female subordinates (both 2.9 points). They expressed the least communication difficulty with their immediate superiors (2.6 points).

Only 2 out of 10 (20.5%) said their team (or department) is headed by a woman. When asked about how they arrive at business decisions, the highest share of women managers working as the head of a team (or department) said "I discuss problems and decide together with team members" (50.5%), followed by "I discuss problems together with team members before deciding by myself" (30.0%), "I accept the individual opinions from my team members before deciding by myself" (18.6%) and "I decide by myself" (0.9%), which means virtually no women managers as team leaders make unilateral decisions. When women managers who are team (or department) leaders were asked to evaluate their subordinates of both genders on a scale of one to five, they said women work better than men (3.4 points) but have weaker loyalty to the organization compared to men (3.5 points). When asked to respond on a scale of one to five to the statement that their team members are uncomfortable with the fact that their team leader is a woman, the women managers agreed to the statement at a level of only 2.0 points. When asked whether they feel more comfortable working with female team members than male, the response was 3.0 points, which is above neutral.

When faced with a work-related conflict with team or department members, the greatest share of women managers agreed with the statement that they "Find a solution to a conflict by personally speaking with the concerned person" (50.5%), followed by "Indirectly express the issue to the concerned person whenever the opportunity arises" (20.0%) and "Do not discuss the problem openly and just bear with it" (16.0%) while only 8.8% said they "Raise the issue officially and try to address it."

Among the women managers, 79.8% were found to have a man as their immediate superior, which is almost four times greater than those with female immediate superiors (20.2%). While evaluating their immediate superiors, the women managers gave low scores to statements including "They force me to drink at team dinners" (1.9 points) and "They express their discomfort when I leave work before they do" (2.2 points) and gave higher-than-average scores to issues including fair treatment between men and women, overtime work and changes in vacations, balance between work and family and interest in the respondent's problems. When asked about the qualities that women managers consider as the most important in fulfilling tasks (multiple-choice question), 9 out of 10 (91.6%) selected "The ability to properly complete the task assigned to me according to plan," followed by "Being able to cooperate in harmony with others or within the department" (60.8%), which was also selected by more than half of the women manager respondents.

When asked to evaluate themselves, the women managers gave lower scores to the three qualities of "my leadership (management abilities)" (3.1 points), "my external network" (3.1 points) and "my creativity" (3.2 points). In contrast, they gave high scores to the critical qualities related to their work attitude, including "sincere and responsible attitude" (4.2 points) and "focus on work" (3.9 points).

Table 1. Self-evaluation of the respondents

(Unit: Person, point)

Total	Leadership	Sociability	Focus on work	Loyalty	Teamwork	Responsibility	Creativity	External network	Strong initiative	Multi-tasking abilities
1,627	3.1*	3.7*	3.9*	3.7*	3.7*	4.2*	3.2*	3.1*	3.4*	3.5*

Note: \* On a scale of 5

*Network*

When asked how often they had spent time with colleagues after work during the past one month, more than half of the women managers answered “once or twice” (57.2%). More than 10% (14.6%) said “none.” When asked about what they did at after-work gatherings, most said “they had a simple dinner” (69.2%). When asked in what type of official organizations within their company they are involved, most (57.2%) said they are members of a “trade union,” followed by “representative organization other than a trade union” (20.8%), “women employees organization” (19.1%) and “other official organization” (16.7%). Of the women managers who work for companies with such official organizations, the biggest share was members of a “women employees organization” (80.4%), followed by “trade union” (60.1%), “other official organization” (53.3%) and “representative organization other than a trade union” (48.1%). Asked whether they are members of unofficial organizations within their company, 47.6% replied that they are not, 33.1% said that they are and 19.2% answered that there are no unofficial organizations. Most selected “friendship” (61.2%) as the purpose of the unofficial organizations in which they are involved.

Asked whether they have a mentor within their organization, more than half of the women managers, or 55.0%, replied positively, with an average number of 2.4 mentors. Analysis on the type of mentor showed that most were “bosses or colleagues on other teams,” followed by “bosses or colleagues within the team” and “bosses, subordinates and colleagues outside the organization.” As for the type of mentor and their gender distribution, those with mentors within the organization often had male rather than female mentors. Mentors who are bosses, subordinates and colleagues outside the organization tend to be female rather than male. The highest proportion of the mentors of those women managers who claimed they do have mentors was in a position as department head (55.5%), while the greatest share of mentors outside the organization tended to be executives (34.2%). When asked why their mentors are important, most women managers with mentors said that “They accept me emotionally and give psychological support” (48.0%) while only 7% selected the answer “They enable my performance to stand out within the organization,” indicating that the women managers prefer emotional support from their mentors rather than the acquisition of work-related functional skills.

When asked with whom they maintain work-related social networks, most women managers said “With people within the industry or related industries” (46.1%), followed by “With people with the same academic background” (17.6%), indicating that they forge social relationships with those related to their work or academic background.

### *Corporate culture*

When asked about their degree of satisfaction with their current working conditions on a scale of one to five, the women managers gave higher-than-average scores of about 3 points, including 3.8 points for satisfaction level on colleagues and 3.3 points for satisfaction with compensation. When the women managers were asked to evaluate their current workplace on a five-point scale, the three statements of “I have a sense of belonging and feel attached to my workplace,” “My workplace has a significant meaning for me personally” and “I want to keep working for my current workplace” scored 3.9 points, representing a high satisfaction rate. In comparison, the statement “I feel a family-like bond in my workplace” was given the lowest score with 3.6 points.

As for the human resources management method of their company, most concurred with “They often inform workers on management-related issues such as management policy and performance” (3.5 points), while the statement “Performance evaluation criteria are clearly defined” was given the lowest rating (2.9 points). When asked to evaluate the CEO of their company, the statement “My CEO tends to stress the importance of female workers whenever there is an opportunity” was rated lower (2.8 points) compared to the statements, “My CEO perceives workers as human resources and trusts and respects them” (3.3 points) and “My CEO treats both male and female employees fairly” (3.2 points).

When evaluating work atmosphere and HR management on a scale of one to five, the two statements “It is difficult for workers with poor performance to survive” (3.7 points) and “Male workers do not feel free to ask for paternity leave or childcare leave” (3.5 points) were given high scores, while the two statements “I find it difficult to take leave during weekdays for my personal or family business.” (2.5 points) and “I feel uncomfortable leaving the office on time” (2.9 points) were given low scores, hinting they have a positive opinion.

### *Career management*

Asked during the 5th wave of the survey about any changes to their tasks, team (department) and job position since the previous four rounds of the survey, 67.8% of the women managers said there had been no changes. The average continuous service period of the women managers stood at 165.4 months (13.8 years). In terms of the career satisfaction rate at their current workplace, more than 60%, including 53.3% who said “Satisfied” and 6.8% who responded “Very satisfied,” were satisfied, which is 3.6 points when converted to a five-point scale.

When asked about the ultimate job position to which they want to be promoted at their current workplace, nearly half (48.7%) of the women managers said “I want to be promoted

to be the head of a department” while 24.0% said that “I am not very interested in my status.” When those women managers aiming at further promotion were asked about the prospects of their promotion, the largest proportion (38.1%) answered “So-so,” while 29.8% said “Promising” and 3.2% felt “Very promising,” indicating that more were optimistic than pessimistic. However, there was no significant difference.

Asked about the time required for them to be promoted to their next position, most women managers or 28.7% answered “Five years or more” while least or 5.8% answered “Within one year.” More than 10% or 17.1% said, “It will be difficult for me to be promoted further.” Asked about the activities they are pursuing for career development, the greatest proportion of the women managers (43.6%) replied “Obtaining qualifications and skills related to current work,” followed by “Management and leadership training” (38.0%), “Improving foreign language skills” (25.5%) and “Achieving a higher academic diploma” (5.0%).

As for the areas to which the women managers are most devoted for career development, “Achieving a higher academic diploma” scored the highest with 4.4 points, followed by “Obtaining qualifications and skills related to current work” (3.6 points), “Improving foreign language skills” (3.5 points), “Management and leadership training” (3.4 points), “Human networking and personal relationships” (3.3 points) and “Expand and improve the scope of future tasks” (3.3 points). In terms of the time and money the women managers invested in career development they were found to spend the most on “Achieving a higher academic diploma.”

Among the women managers, 85.7% do not have plans to seek another workplace within the coming one year. When asked why they are looking for another place to work, more than half (54.7%) said “Dissatisfaction with work environment,” followed by “Childcare and need to support my children’s education” (8.6%) and “Incompatible with my academic background, knowledge and aptitude” (7.3%). A small share of respondents selected childbirth (2.2%) and marriage (0.9%), the traditional reasons behind women’s career interruption.

#### *Certificates and job training*

On average, the women managers held 2.9 certificates, among which 1.7 were related to work. Since the 4th survey, they had newly obtained an average of 0.4 certificates, among which 0.2 were related to work.

When asked whether they have participated in training in 2013, 23.9% of the women managers answered that they have not, while the remaining 76.1% said they have, indicating that more than half of the women managers have participated in training. When asked why they failed to participate in training, the greatest number (36.4%) responded “Too busy with work,” followed by “I was not the training target” (24.0%) and “There were no programs that I wanted to attend” (19.1%), while more than 1 out of 10 (14.7%) said “Because of time constraints due to childcare and other tasks.” Of the training programs offered by their company, the women managers participated the most on job skill improvement training

(80.6%), while “globalization training” was the program they most frequently attended independently (53.8%). The training programs which the women managers who received training found the most helpful was “Personal relationship and communication skills” (23.5%), followed by “Various technical training” (19.0%), “Leadership training” (18.1%) and “Job training” (16.9%).

Regardless of their participation, the training program that the women managers found to be the most necessary for fulfilling their current tasks was “Leadership training” (37.7%). This was followed by “Personal relationship and communication skills” (29.1%) and “Strategy development” (13.2%).

#### *Work stress, discrimination and affirmative action*

When asked about the sources of stress the women managers experience at their current workplace, “There is too much work” received the highest score with 3.3 points, followed by “I am unlikely to be promoted at work” (3.1 points) and “My wages do not fully reflect my efforts and performance” (3.0 points), becoming the only three areas with a stress level surpassing three points. In contrast, the statement “I have trouble maintaining relationships with colleagues and subordinates” received the lowest score (2.2 points), hinting that the women managers get along relatively well with colleagues and subordinates without suffering stress.

When asked whether they are aware of the government's affirmative action (AA) efforts, 1 out of 5 (20.1%) of the women managers reported that they are aware of the system. When asked their opinion regarding the statement “Affirmative action can help address discrimination against women workers,” 34.8% answered “Slightly disagree” and 4.1% selected “Completely disagree,” which are higher than the proportion of positive answers. That is, they rate as low the performance of affirmative action (as low as 2.9 points when converted to a five-point scale).

When it comes to the types of discrimination faced by women at work, the highest share chose “Promotion and advancement” (25.2%), followed by “Performance ratings” (22.7%), indicating that more than 2 out of 10 women managers perceived discrimination related to promotion and advancement or performance evaluations. Among the women managers who experienced discrimination at work, most (75.2%) cited “Male-oriented organizational culture” as the reason. This was followed by “Reluctance of the departmental supervisor to work with women” (13.5%), indicating the existence of a corporate culture that does not treat men and women equally. In the case of sexual harassment at work, 1 out of 5 (19.4%) said that they had been sexually harassed.

Table 2. Experience of discrimination against women

(Unit: Person, %)

	I have experienced discrimination	I have not experienced discrimination	I have not experienced discrimination in the specified area	Discrimination weight
Department or task assignment	13.3	71.3	15.4	15.7
Salary or wage	12.2	82.4	5.4	12.9
Training opportunity and detail of training	8.5	83.5	8.1	9.2
Promotion, advancement	25.2	64.9	9.9	28.0
Performance rating	22.7	70.9	6.4	24.2

Note: Discrimination weight was calculated as the proportion of those who experienced discrimination among the groups that experienced discrimination in each area.

Since the 4th survey, only 1.5% of the women managers had taken a leave of absence outside of childcare and maternity leave. Other than childcare leave and maternity leave, the primary reason behind women managers taking time off from work was “sick leave” with 65.4%.

When asked about whether they had experienced pregnancy since the 4th survey, 88.0% replied that they did not, indicating that most of the women managers had not conceived children. Among the women managers who did get pregnant since the previous survey, they found “overtime work” to be the greatest difficulty (3.5 points), while they also rated “long-distance business trips” (3.2 points) and “after-work gatherings” (3.2 points) as above average (3 points) in difficulty, indicating that they also found these two areas difficult to cope with. When asked how helpful their colleagues and supervisors were during their pregnancy, they said “My colleagues gave special consideration to helping me at work” (3.4 points) and “My immediate supervisor gave special consideration to helping me at work” (3.3 points), showing a higher-than-average satisfaction rate of above three on a five-point scale.

Of the women managers who conceived children, 12.3% said they had a miscarriage or stillbirth, indicating that more than 1 out of 10 experienced miscarriage or stillbirth. Only 37.5% asked for a leave of absence following a miscarriage or stillbirth.

Since the previous survey, 8.5% of the women managers gave birth while holding a job and all took advantage of maternity leave. Only 6.9% said they experienced unfair changes to their employment status after returning to work from maternity leave.

Among the women managers, 43.1% filed for childcare leave. Of the women managers who took time off from work for childcare, 83.3% said that they did not experience unfair changes in their employment status.

Among women managers who work for companies that implement flexible work programs, the largest share participated in a “selective working hour program” (33.5%), followed by other types of flexible work program, including “flextime program” (23.7%) and “telecommuting” (21.8%), both of which accounted for more than 20%. In comparison, flexible work programs including “home-based working” (12.4%), “permanent part-time” (17.1%) and “temporary part-time” (12.7%) had a lower utilization rate. Of the women managers who did choose a flexible work program, their satisfaction rate showed the highest with “selective working hour program” at 4.0 points out of 5, followed by “telecommuting” (3.8 points) and “temporary part-time” (3.7 points).

#### *Individual and family characteristics*

In terms of the age distribution of the women managers, those aged between 30 and 39 years and between 40 and 49 accounted for 47.8% and 44.7%, respectively, indicating that more than 90% were in their 30s and 40s. The average age of the women managers stood at 40.0 years. As for the women managers’ highest level of education, most graduated from a “four-year university course” (57.4%), followed by those holding a master’s degree (17.3%) and a doctor’s degree (1.1%), indicating that more than 7 out of 10 (75.8%) completed a high level education with a four-year course at university or above.

When asked of their marital status, the largest share (71.2%) reported being married, while 2 out of 10 (26.4%) are single. Of the single women managers (not married, divorced or widowed), only 15.4% stated that they have specific plans to marry, indicating that most do not have plans to get married. Of the women managers with marriage plans, the greatest share (51.0%) said that they plan to get married “within 1 year” while 45.8% answered “within 2 to 3 years,” indicating that most plan to marry within three years. When asked about the relevance of the lack of marriage plans to their work life, most (83.9%) of the single women managers (not married, divorced or widowed) either said the two factors are “Not related at all” (46.9%) or “Not closely related” (37.0%).

When asked when they first got married, most of the women managers answered between the ages of 26 and 29 (52.2%), while 12.1% said they did so before the age of 25, indicating that more than half (64.3%) got married in their 20s. The women managers’ average age at marriage was 28.8.

Regarding the level of education of the women managers’ spouses, the largest share (58.9%) graduated from a “four-year university course,” followed by those holding a master’s degree (20.0%) and a doctor’s degree (5.2%), indicating that their spouses had completed a high level education with a four-year university course or above, as in the case of the women managers themselves.

As for the employment status of the spouses of those women managers who have spouses, most of them (97.3%) are currently employed. In terms of the type of employment of the employed spouses, the majority (84.6%) were “salaried workers” while 15.2% were “self-employed or employers.” The category of “unpaid family workers” only accounted for 0.2%. When asked about how long they expect their spouses to work, the largest share

(38.9%) said until an age between 56 and 60, which is the average retirement age at most companies.

When asked about the attitude of their spouses regarding their work life, the greatest share of the women managers selected “They provide significant emotional as well as significant practical support” (67.6%), followed by “They provide emotional support but not much practical support” (27.0%), “They oppose it emotionally but provide much practical support” (2.2%) and “Provide neither emotional nor practical support” (1.5%), indicating that most spouses (94.6%) provide emotional support and are favorable towards the women managers’ work life. When asked about why their spouses may be favorable towards their work like, the largest share (63.5%) of the women managers said “Because it is financially helpful.” When asked about why their spouses may not be favorable towards their work life, more than half (58.8%) of the women managers selected “Due to concerns that my work life will interfere with household chores or child education,” confirming that men tend to shift the burden of household chores and child education onto women.

A survey of the spouses’ annual income showed that the largest share (33.3%) was “between 40,010,000 and 60,000,000 won,” followed by “between 60,010,000 and 80,000,000 won” (18.9%) and “more than 80,010,000 won” (13.0%), indicating that more than half (65.2%) earn over 40,010,000 won.

When asked whether they have children, most of the women managers (85.2%) answered that they do. The women managers were found to have an average of 1.6 children.

When asked whether they have plans to have children in the future, 16.5% said yes, compared to 83.5% who responded no, more than five times higher. As for the timing of childbirth, the largest share (48.5%) selected “within 1 year,” followed by “between 1 and 2 years” (39.4%), indicating that most of the women managers with childbirth plans wish to have children within two years. When asked about the reason underlying their lack of plans to have children, the largest share (67.7%) said “My family plans are already completed” while a startling 14.9% said “There is no one to take care of the children.”

As for the age of the women managers’ children, the largest share (43.1%) have children “Attending elementary school,” followed by children “Attending middle school” (36.1%), “Preschool children aged 3 or above” (31.8%) and “Children aged under 3” (19.6%).

In terms of childcare means, the largest share (39.8%) of the women managers who have children attending elementary school said that their “Parent” takes care of them, followed by “Private academic institution” (20.9%), “Parent-in-law” (19.5%), “Babysitter or housekeeper” (13.0%) and “Afterschool program” (10.9%). When asked about their favorite childcare means, most preferred their children to be taken care by their “Parent” (42.7%), followed by “Parent-in-law” (17.0%), “After school program” (14.8%) and “Babysitter or housekeeper” (14.5%).

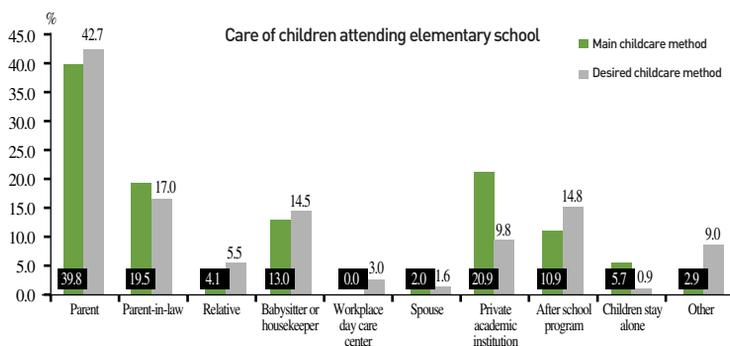


Figure 1. Care of children attending elementary school

- Note : 1. Survey on women managers who said they have children attending elementary school.  
 2. Respondents were asked to select the type of childcare method per child attending elementary school. Those with two children or more were asked to select the childcare method for each child.

When the women managers who have preschool children aged 3 or older were asked how they provided care for their children, most were taken care by their “Parent” (29.8%), followed by “Private day care center” (27.4%), “Parent-in-law” (20.0%), “Babysitter and housekeeper” (11.4%) and “National and public day care center” (11.4%). When asked about their ideal childcare method, most of the women managers with preschool children aged three or older preferred their children to be taken care by their “Parent” (28.3%), followed by “National and public day care center” (17.5%), “Babysitter and housekeeper” (17.2%) and “Workplace day care center” (15.1%).

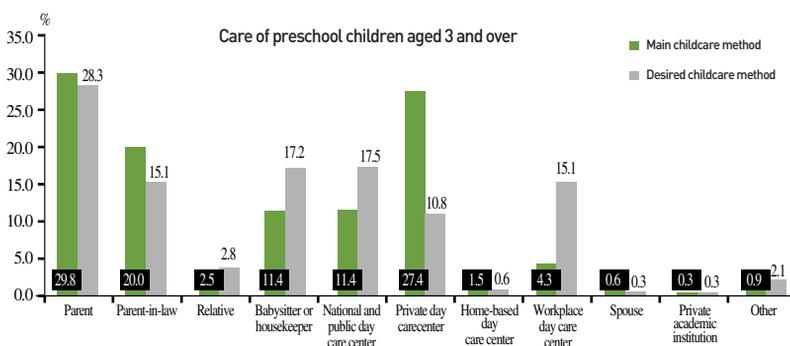


Figure 2. Care of preschool children aged 3 and over

- Note : 1. Survey on women managers who said they have preschool children aged three or older.  
 2. Respondents were asked to select the type of childcare method per child aged three or older. When they have two or more children, they were asked to select the childcare method for each child.

When asked about how their children are actually provided care, the greatest share of the women managers who have children aged under three responded that it is by their “Parent” (31.5%), followed by “Parent-in-law” (20.5%), “Babysitter or housekeeper” (16.0%), “Private day care center” (10.5%) and “Home-based day care center” (9.0%). Although the largest share (25.0%) of the women managers who have children aged under three preferred their children to be taken care by their “Parent,” the percentage is lower than the 31.5% who actually depend on a parent for childcare.

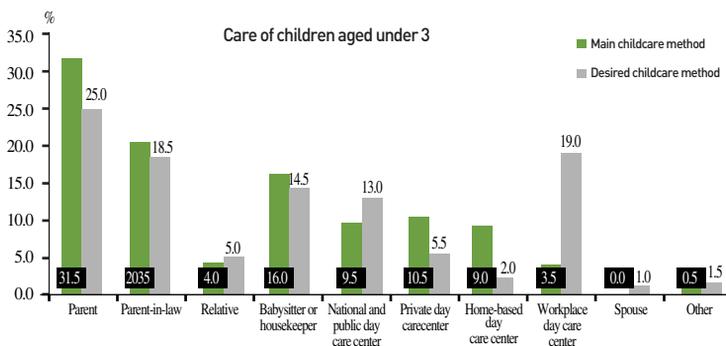


Figure 3. Care of children aged under 3

Note : 1. Survey on women managers who said they have children aged under 3.

2. Respondents were asked to select the type of childcare method per child aged under three. When they have two children or more, they were asked to select the childcare method for each child.

When asked about the degree to which their spouses are involved in raising their children, 58.7% of the women managers said that their spouses are involved, including the greatest share (45.5%), who said “They are relatively well-involved” and the 13.2% who answered “They are completely involved.” This is higher than the proportion of spouses who are not involved (3.5 points on a five-point scale).

In terms of satisfaction felt in the course of raising their children as working mothers, the women managers were found to be the most satisfied with “Children’s academic achievement” (3.5 points), followed by “Parent-child relationship” and “Children’s school life” which both scored 3.4 points while the satisfaction rate of “Taking care of children” was the lowest with 2.7 points.

When asked about how their work influences their family life, the statement “My work life enables my family members to appreciate me better” was agreed with the most and received 4.0 points.

In contrast, when asked about how their family life influences their work on a scale of one to five, the women managers responded positively and gave the highest score to the statement, “My family members are proud of my accomplishments at work” (4.0 points)

while the two statements “Too much housework makes it difficult for me to work at my workplace” and “I have considered quitting working due to my family life” were given relative low scores of 2.7 points and 2.8 points, respectively.

The overall satisfaction with the women managers’ personal, family and work life was above average at 3.6 points. By category, satisfaction with family life was the highest at 3.7 points, while they were less satisfied with their personal life and work life, both of which received 3.4 points.

## General and HR management status of companies

### *Characteristics of surveyed companies*

Among the HR managers who participated in the survey, 56.0% were men and 44.0% were women, creating an insignificant gap. In the companies who participated in the survey, less than half (46.8%) featured representation by a trade union. While an overwhelming percentage (96.0%) of the companies which participated in the survey were represented by a man, only 10 companies or 4.0% had a female representative. Among the surveyed companies, 87.1% had a board of directors, indicating that only 32 out of the 248 companies reported not having a board of directors. On average, the boards of directors are composed of 5.9 internal directors (including 0.3 women) and 2.5 outside directors (including 0.1 women).

Table 3. Average number of persons on board of directors

(Unit: Company, person)

Total	Overall		Women	
	Internal director	Outside director	Internal director	Outside director
248	5.9	2.5	0.3	0.1

On average, the surveyed companies employed 1,336 regular workers, which is a large number. Classified by title, 509.9 were general staff, 205.8 were deputy section chiefs, 257.6 were section chiefs, 154.1 were deputy department heads, 77.5 were department heads and 22.9 were executives. The greater number of section chiefs compared to deputy section chiefs is attributed to the fact that companies apply different organizational (advancement) systems and sometimes do not include the position of deputy section chief.

Among the regular workers, women accounted for 36.2%. While 46.6% of deputy section chiefs were women, the proportions plunge at the portion rises, with women accounting only for 31.4%, 13.6% and 3.5% of section chiefs, deputy department heads and executives, respectively.

Table 4. Proportion of women by rank

(Unit: Company, %)

Total companies	Overall proportion of women	General staff	Deputy section chief	Section chief	Deputy department head	Department head	Executive
248	36.2	45.0	46.6	31.4	13.6	7.4	3.5

In a survey on the proportion of women in each function, the percentage of women was the highest in planning/administration, excluding the miscellaneous category, followed by sales/service, research/development and production/manufacturing, where women accounted for 33.2%, 25.3% and 19.6%, respectively.

The average number of employees classified as key workers in each function was 78.2, indicating that 5.8% out of the average number of employees (1,336.4 persons) were categorized as core human resources.

Among the overall key workers, 21.7% were woman. The percentage was the highest in planning/administration, with 24.4%, followed by sales/service, research/development and production/manufacturing with 22.6%, 18.6% and 12.5%, respectively.

In terms of the level of education of the regular workers, more than half of male and female employees had graduated from a four-year university course or higher, whereas only 19.0% of men and 22.9% of women had graduated only from high school or held a lower academic degree.

*Surveyed companies’ organizational characteristics*

Of the surveyed companies, 87.1% answered that they maintain HR committees, while 12.9% (32 companies) do not have HR committees. On average, HR committees were composed of 7.2 members, among whom only 0.8 were women.

In a question on the existence of a department (organization) or official document devoted to diversity management, 20.2% answered yes, while 40.7% had mentoring programs.<sup>8</sup>

In relation to the surveyed companies’ market status, 56.9% said their major product (good or service) has strong competitiveness in the domestic market, while only 8.4% said the competitiveness is weak. Converted to a five-point scale, this is 3.7 points, which is slightly above average.

When asked whether they have a core product or item targeting women, which was intended to investigate the companies’ relevance with female consumers, only 27.0% said

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<sup>8</sup> In order to reflect the interest in the diversity management and mentoring recently being conducted as part of HR management, questions on diversity management systems and mentoring programs were added for the first time in the 5th survey.

yes. Among the companies that have a product or service item targeting female customers, more than half (55.3%) said that identifying the desires and tastes of female customers is “Not important” in the company's marketing strategy for core products or services. Converted to a five-point scale, the score was below average, or 2.5 points.

In evaluating the attitudes of the surveyed companies' CEOs, the statements “My CEO tends to stress the importance of female workers whenever there is an opportunity,” “My CEO treats both male and female employees fairly” and “My CEO perceives workers as human resources and trusts and respects them” were given average scores of 3.4 points, 4.0 points and 4.1 points, respectively.

In relation to democratic and rational corporate culture, both statements “My company's HR management is relatively reasonable and transparent” and “In my company, low-level employees can freely express their opinions to superiors” were given an average score of 3.8 points.

In terms of performance-oriented corporate culture, the statements “My company stresses results,” “In my company, you must stay late in the office to receive good personal evaluation scores” and “In my company, it is difficult for those who do not consider work as their top priority to survive” were given 3.8 points, 2.5 points and 3.0 points, respectively.

When asked about male-oriented corporate culture, the two statements “In my company, people feel uncomfortable leaving the office at normal quitting time” and “In my company people feel uncomfortable when they do not participate in team dinners and other gatherings” were both given 2.7 points, indicating that there is a certain degree of autonomy in the time they leave the office and participate in team dinners. In contrast, while the statement “In my company, male workers do not feel free to ask for paternity leave or childcare leave” was scored higher than other statements, at 3.1 points, the overall scores were within the average range.

In terms of communication within the company, 59.3% of the surveyed companies answered that they have “Meetings between the CEO and overall staff” and around half or 49.6% said “The CEO regularly visits the workplace and has conversations with workers,” whereas only 27.8% answered that they “Implement a hotline to enable direct communication with the CEO.” Among the surveyed companies, 62.9% said they “Share management information through regular team gatherings” and 35.5% responded that they perform “Surveys on workers to investigate their opinions/attitude.”

In terms of communication for internal PR, only a small share (37.5%) said they “Publish regular newsletters to provide management-related information” and 33.5% answered that they “Share information by sending e-mails regularly.” Meanwhile, relatively larger shares of companies “Installed in-house bulletin boards to provide related information inside and outside the company” (70.2%) and “Disclose information on an intranet for all employees to view” (60.9%).

#### *Overall HR management policy*

In regards to the overall HR management system of the surveyed companies, the statement

“Employees are well aware of the promotion regulations” was given 3.7 points, while “Employees are often notified of management-related issues, including management policy and performance,” “HR management is centered on competency or performance,” “Criteria on performance evaluation are clearly presented” and “The data of other companies and outside the company are vigorously studied” were rated as 3.6 points, 3.6 points, 3.5 points and 3.5 points, respectively, which are slightly above average overall.

Most companies (92.3%), in regards to their HR management, answered that “Employees are recruited publicly,” while the statements “HR management is mostly implemented based on documented policies,” “Performance rating is regularly carried out” and “Employees are informed of criteria on wage determination and payment” were selected by 87.9%, 87.5% and 80.6% of respondents. Sixty-seven point three percent said “The criteria for employee evaluation are disclosed,” 61.7% answered “The criteria applied to decide on promotion are disclosed” and 57.3% responded that “Employees are recruited regularly.”

#### *Recruitment, promotion, assignment and retirement management*

As of late 2013, the surveyed companies were employing an average of 116.5 workers, among whom 96.8 (83.1%) were general staff.

Among the body of employees recruited, women accounted for 38.9%, which is slightly higher than the proportion of women in the number of regular workers (32.1%). While the percentages of women among the hired persons varied greatly according to the position, they were higher than the overall proportion for general staff and deputy section chief at 39.9% and 44.0%, respectively, whereas the percentage declined by half to 22.1% for section chief positions and further to 8.4% and 2.7%, respectively for department head and executive positions.

As of 2013, a look into the gender distribution of hired experienced workers showed that 20% of the overall persons hired had job experience both in the cases of men and women, while 77.6% of recruited men were new to the workplace. The percentage was 75.6% for women.

While the existence of a woman interviewer in the recruitment process may influence the percentage of women recruited, 54.0% of companies said they have a female interviewer. Among the companies that did have female interviewers, women accounted for 27.8% of all interviewers.

Among all employees scheduled to be promoted in each position, women accounted for 25.1% in all positions. By position, the percentage was highest at 40.6% for women scheduled to be promoted from deputy section chief to section chief, while the proportions were 32.6% and 13.9% for those promoted from general staff to deputy section chief and from section chief to deputy department head, respectively, whereas women only accounted for 7.5% and 6.4% of those scheduled to be promoted from deputy department head to department head and from department head to executive, respectively.

Table 5. Proportion of women among employees scheduled to be promoted by position

(Unit: Company, %)

Total number of companies	Total proportion of women	General staff → Deputy section chief	Deputy section chief → Section chief	Section chief → Deputy department head	Deputy department head → Department head	Department head → Executive
248	25.1	32.6	40.6	13.9	7.5	6.4

The ratio of women within those who were promoted stood at 25.7%, which is similar to the 25.1% of women scheduled to be promoted. The proportions of women among promoted employees were not notably different from those scheduled to be promoted. One exception is the category of promotion from deputy section chief to section chief, where women accounted for 40.6% of scheduled promotions but declined to 33.2% when women actually promoted were counted.

Table 6. Ratio of women among promoted employees by position

(Unit: Company, %)

Total number of companies	Total proportion of women	General staff → Deputy section chief	Deputy section chief → Section chief	Section chief → Deputy department head	Deputy department head → Department head	Department head → Executive
248	25.7	30.0	33.2	17.1	10.9	4.3

An examination of the time required for employees in each position to be promoted to the next level shows that the duration was longer for women in all positions, but the gap narrowed as they climbed the corporate ladder. While it took respectively 4.3 years and 4.6 years for men and women to be promoted from general staff to deputy section chief, the period required to be promoted from department head to executive was 5.9 years for men and 6.0 years for women, which demonstrates essentially no difference.

When asked about the difference between men and women in being promoted to middle management (including section chief, team leader or deputy department head), more than half (57.3%) said that “There is no gender difference when it comes to promotion opportunities.” Only 6% selected “A glass ceiling discriminates against women employees.” It must be taken into consideration that these are the responses of HR managers and that the women themselves might offer different opinions.

When asked whether they implement systems to separately recruit, promote and assign employees from different job groups, 31.5% of the surveyed companies said yes.

Women managers at the section chief level were mainly assigned to the management

support/administration department (11.8%), followed by finance and accounting/general affairs (11.3%) and planning departments (10.3%). In addition, operations, sales, research/development, marketing/PR, health/nursing, customer support and management and information/IT made the top-ten list.

In the case of women workers, there are examples of outsourcing certain job groups, and 15.7% of the surveyed companies were found to have outsourced a function since the previous survey (conducted in 2012). The largest share of job groups that the companies outsource was clerical/administrative positions at 30.8%, followed by sales, management support, investment finance and design accounting at 28.2%, 17.9%, 5.1% and 5.1%, respectively.

Asked whether they reassigned pregnant workers or women workers with infants or young children, 60.9% of the surveyed companies replied that they did not.

A study into the number of retirees by position during the year 2013 showed that women accounted for 33.8%, which is around half the proportion of men. By position, most women retirees were at the deputy section chief level (36.0%), while the ratio of women among retirees declined at higher levels. This is due to the reduced number of women holding high positions rather than their lower retirement rate compared to men.

Examining the average number of employees whose employment status was adjusted, including layoffs, retirement, reassignment to an affiliate or supplier and company spin-off, an average of 3.8 males and 1.3 females experienced such changes. While the rate is almost three times higher for men, this is congruent with the overall ratio of women workers.

Of the 59 companies that adjusted workers' employment status during 2013, they were asked to choose the selection criteria in a multiple-choice question. As a result, most (61.0%) said "Competency," followed by personal ratings, job proficiency, work attitude, age and continuous service years, which accounted for 37.3%, 28.8%, 22.0%, 20.3% and 16.9%, respectively.

#### *Evaluation and compensation management*

The HR managers at the surveyed companies were asked to evaluate the capabilities of female managers by comparing them with male managers. The evaluation results show that women scored 2.9 points, which is close to 3, in areas including sociability within the organization, focus on work, sincere and responsible attitude and multi-tasking abilities, whereas the scores were the lowest at 2.4 points in loyalty to company, external network and strong initiative and 2.5 points in leadership. This shows that the respondents consider male managers to be superior to female managers in most fields. The results seem to reflect the stereotypes on gender role division.

Table 7. Evaluation of comparing the competency of women and men managers

(Unit: Company, point)

Total companies	Leadership	Sociability	Focus on work	Loyalty	Team work	Responsibility	Creativity	External network	Strong initiative	Multi-tasking abilities
248	2.5*	2.9*	2.9*	2.4*	2.7*	2.9*	3.0*	2.4*	2.4*	2.9*

Note: \* As the evaluation was performed by comparing women with men on a five point scale, a score close to 5 indicates that female managers excel over male managers.

Fifty-eight point one percent of the companies were found to implement a Management by Objectives (MBO) system in evaluating their employees. While more than half (59.0%) said it is applied to “All employees,” the proportions of “Applied differently by position” and “Applied differently by occupational category” were similar at 16.0% and 15.3% respectively, and 9.7% responded that the system is “Applied differently by position and by occupational category.”

Sixty-nine percent of the companies were found to perform competency evaluation in judging their employees. While 70.2% evaluate the “Entire staff,” around 10% said the system is differently applied by position and by occupational category.

A study of the wage differences by position in the year 2013 showed that the basic compensation of female deputy section chiefs was 98.0% of that of their male counterparts. In the case of performance-based wage, the percentage was higher at 98.5%. Although the ratio slightly dipped for the section chief and department head positions, they were still above 96.0% and virtually the same.

In regards to the wage system of the companies, around half (50.4%) apply a seniority-based system, whereas an annual salary system was adopted by most companies (89.5%). Meanwhile, wages based on job function was adopted by only one-quarter (25.4%) of the surveyed companies. As for piece wage, 55.6% implement individual performance awards and a similar percentage of 59.3% said they adopted group performance awards system. Both of these figures are more than half.

### *Training management*

When an individual worker wishes to receive training, almost all (87.9%) of the companies said that “The company pays not only for normal business trip expenses, but for training costs as well.” More than half of companies (53.6%) were found to have conducted a company-wide survey over the last two years in order to investigate the types of training desired by the employees.

The training which companies carried out the most often was “Job skill improvement training,” which was conducted by 81.9% of the companies. “Training by position” and

“Individual learning and training” also demonstrated high percentages with 73.0% and 61.3%, respectively, while around half of the companies were found to have offered “IT training,” “certificate training,” “liberal arts courses” and “mentoring or coaching.” In contrast, “globalization training” and “career development systems” only accounted for 31.5% and 39.5%, respectively.

The comparison of the participation rate in training between male and female managers holding the title of deputy section chief or above on a scale of one to five (higher score representing a higher participation rate by women) ranged between 2.7 and 2.9 points, indicating that women managers’ overall participation rate was slightly lower than their male counterparts. While all managers selected “Leadership training (managerial training)” as the type of training most required for managers to efficiently fulfill their tasks, the percentages were 45.6% for men and slightly higher at 54.0% for women.

#### *Welfare and maternity protection policy*

In terms of the provision of a maternity protection policy, 80.6%, 98.0% and 95.2% of companies said they implement menstruation leave, maternity leave and childcare leave, respectively, indicating that some companies still do not have these systems in place despite the fact that maternity leave and childcare leave are legal requirements and must be guaranteed.

In regards to welfare policy, 95.2% of the companies said they offer sick leave. Seventy-one point six percent and 69.4% respectively said that study leave and leave of absence and tuition subsidies are available, showing higher percentages compared to other types of welfare policies provided by companies.

In addition, around half (49.2%) said they offer family care leave, while only 42.3% provide a childcare subsidy. Only half of the companies are implementing shortened working hours during the childcare period, and 21.0% are found to maintain a workplace day care center, which is attributable to the fact that the criteria for installing such facilities are stipulated by law.

Asked about the utilization rate for each system, respondents answered that most systems are well utilized, while the utilization rate stands at 94.1% for childcare leave, which is generally believed to have a low utilization rate. As the results are based on the responses of HR managers, they may be higher than the utilization rates as perceived by the workers who actually take advantage of them. Among the various welfare systems, the system with the lowest utilization rate was shortened working hours during the childcare period, at 61.3%.

When asked whether men filed for childcare leave during 2013, 74.6% of the surveyed companies said no. Among the 25.4% of the companies that replied positively, more than half (50.8%) said only one such request was made, followed by 23.8% with two requests and 25.4% with three requests. The average number of requests stood at 0.8, which is less than one, as there were no such requests in most cases.

For the year 2013, only 28.2% of companies said there were requests for paternity leave. While more than half (57.1%) said there were between one and five requests, 12.9% in fact

reported more than 21 such requests. Of the surveyed companies, the average cases of paternity leave was 5.2 instances.

#### *Women's employment promotion policy*

Of the 248 surveyed companies, only 61 (24.6%) said they are subject to affirmative action (AA). When asked about the effectiveness of AA (on a scale of one to five), the statements "AA is effective in improving the management of female employment" and "AA will address discrimination against women" were rated 3.0 points, which is around average.

In regards to the areas of improvement needed to make AA more effective, most (55.6%) selected "Tax benefits granted to companies with more women workers holding long continuous service," followed by "Granting women employment promotion incentives to companies that have significantly improved their female employment status," "Supporting related training to nurture women managers, such as womens' leadership training," "Changing the awareness of the management, including the CEO" and "Supporting re-training of women workers returning from childbirth" which accounted for 41.5%, 28.2%, 27.8% and 20.6%, respectively. From the companies' perspective, what they wanted the most was policies that are financially beneficial, such as tax benefits or incentives.

Asked whether the surveyed companies have women's networks, only 24.2% answered yes. In the case of the major activities carried out by the networks in those companies that do have them, the greatest share (90.0%) was "Building friendships," followed by "Consulting on personal troubles," "Leadership training" and "Women's empowerment," accounting for 58.3%, 55.0% and 41.7%, respectively. Activities related to competency improvement, such as "Career development" accounted for only 5.0%.

#### *Flexible work program*

When asked whether they had adopted a flexible work program, the largest share (26.2%) said that they implement a selective working hour program, followed by a flextime program, selective working hour program for temporary workers, home-based working program, selective working hour program for regular workers and telecommuting, which accounted for 19.8%, 16.9%, 14.5%, 13.7% and 7.7%, respectively. In general, less than 30% of the surveyed companies had adopted a flexible work program.

Looking at how the flexible work programs adopted were utilized, the utilization rates were 83.1% for a selective working hour program, 70.6% for a selective working hour program for regular workers, 69.4% for a home-based working program, 63.3% for a flextime program, 57.9% for telecommuting and 35.7% for a selective working hour program for temporary workers.

As to the proportion of women among employees who took advantage of a flexible work program during the year 2013, women accounted for 36.5% of those that chose a selective working hour program. In the case of a selective working hour program for regular workers, at 87.0% most of its users were women. Among the temporary workers that chose a selective working hour program, there were more women at 69.7%. Home-based working programs were also chosen more often by women, with 76.1%. Only 26.8% of those

working under a telecommuting program were women, which means it was used much more by men. Of those working under a flextime program, 41.3% were women.

## Conclusion

Leadership training for female managers provided by the government-run Female Talent Academy needs to be further expanded in order to increase the ratio of female managers and administrators within companies. A female administrator quota needs to be incrementally introduced to companies with 100 or more employees in consideration of the scale of the company. Earnest and voluntary participation by companies in affirmative action measures should be encouraged.

Furthermore, it is necessary for the government to actively pursue meetings with corporate CEOs in order to disseminate belief in the value of family-friendly business management and promote work-life balance among female managers. Finally, training for both labor and management should be mandatory regarding government policies on work-life balance support.

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