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Gender Gap in the Labor Market (I): Focus on Recruitment

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I . Introduction

1. Gender gap and recruitment in the labor market

- Following the enactment of the Act on Equal Employment and Work-Family Reconciliation, women's labor force participation rate (aged 15 ~ 64) jumped by 12%p from 46.3% in 1980 to 59.0% in 2016, which is deemed to be a significant change. However, the gender gap remains virtually unchanged.¹⁾
 - As of 2017, women's labor force participation rate and their wages were 21.4%²⁾ and 34.6%p³⁾ lower, respectively, than those of their male counterparts. The percentage of female executives at the workplace was as small as 2.1%.

1) OECD stat. (https://stats.oecd.org/Index.aspx?DataSetCode=LFS_SEXAGE_I_R, Accessed on 18 October 2018)

2) The Economically Active Population Survey, Statistics Korea (2017a)

3) OECD (2018), Gender wage gap (indicator).

(<https://data.oecd.org/earnwage/gender-wage-gap.htm> Accessed on 18 October 2018).

- As of 2018, in terms of the glass ceiling index, Korea ranked lowest⁴⁾ among 29 OECD member states while in the context of the gender gap index, it placed 118th among 144 nations in the world. If the latter is limited to the economic sphere, Korea ranked 121st among the nations.

○ This study is designed to deal with the gender gap in recruitment.

- The gender gap signifies imbalance or differences between men and women.⁶⁾
- The gender gap in the labor market has widened due to various reasons.
- Recruitment is the initial stage of HR management where workers join a company. This is also deemed to be the main cause of the gender gap in the labor market. Against this backdrop, this paper aims to identify the status of the gender gap in recruitment and to analyze the causes thereof.

2. Key research issues:

- Identify changes in recruitment.
- Analyze the process of women participating in the labor force via changes in recruitment systems.
- Analyze the application of recruitment systems to individuals and identify the root causes of the gender gap.

4) The Economist's glass-ceiling index, 2018. 2. 15
(<https://www.economist.com/graphic-detail/2018/02/15/the-glass-ceiling-index>, Accessed on 18 October 2018)

5) World Economic Forum (2017), "The Global Gender Gap Report 2017", p.198

6) Defining gender gap(<http://www.wikigender.org/wiki/gender-gap/>, Search Date: 17-8-21)

- Identify the current level of gender-discriminatory practices in recruitment.

3. Methods:

- Analyze WPS(2006~2016)
- Conduct and analyze ‘Workplace Recruitment Survey’
- Conduct and analyze ‘Jobseekers and employees Survey’

II. Analysis of Workplace Panel Survey data

1. Characteristics of recruitment in the labor market

○ Data and methods

- Data: 1st to 6th Workplace Panel Surveys (2006~2016)
- Methods: Basic statistical analyses by company size, industry, and occupation; regression analysis of organizational characteristics and recruitment.

○ The percentages of women in the labor force as a whole and in managerial positions have continuously climbed.

- The bigger the company is, the higher and the more quickly the share of women is and rises, respectively.
- In the field of human health and social work activities, the share of women is relatively high while the percentage of women jumps faster in the areas of ‘accommodation and food service activities,’ ‘business facilities management and business support services,’

and ‘professional scientific and technical activities.’

- The share of women in the whole workforce is relatively high in the spheres of ‘sale workers,’ ‘service workers,’ and ‘professionals and related workers.’ The percentage climbs in every occupation other than ‘sale workers.’

○ The number of recruited employees tends to decline.

- From 2005 to 2015, the share of recruited workers in the whole labor force fell slowly compared with the figure seen at the end of the previous year. In particular, the number of recruited workers dropped more sharply in companies employing 300 or more persons.
- The number of recruited regular workers has recently declined. In particular, the share of recruited regular employees has been smaller and has dropped more significantly in big companies than in SMEs.
- The ratio of recruited employees without work experience to those with work experience is 7 to 3. SMEs recruit a higher percentage of workers with experience while big businesses employ a bigger share of workers without experience.

○ Gender gap in recruitment

- The share of recruited women in SMEs has continuously risen while the figure in big businesses has continuously fallen.
- The share of women in the recruited regular workforce as a whole is about 30% while the percentage of women in the recruited non-regular workforce as a whole is around 48%. In other words,

in terms of the status of workers, female employees are inferior to their male counterparts.

- The share of women in the recruited regular workforce without work experience is higher than that of their male counterparts. Generally, the percentage of those without work experience in the recruited regular workforce is higher than that of those with work experience. In this context, the share of women is higher than that of men.
- The share of companies who operate special management processes for women when recruiting regular workers continuously dropped from 25% in 2007 to 6% in 2013. The percentage of SMEs operating such processes declined more sharply.

III. Gender gap in Workplace recruitment survey

1. Overview

- Objective: Research on recruitment procedures/methods, talents that businesses need, recruitment results, and so forth in order to analyze the causes of the gender gap from various angles.
- Samples:
 - 1,000 Companies that was set up after 2014, employing 300 or more persons and having experience in recruiting workers over the past three years (2015 to 2017). Those belonging to industries excluding ‘agriculture, forestry, and fishing,’ ‘public administration and defense; compulsory social security,’ ‘activities of households as employers; undifferentiated goods-and services-producing

activities of households for own use,’ and ‘activities of extraterritorial organizations and bodies.’

2. Results and basic analysis

○ Descriptive statistics for participating companies.

- The average number of workers stands at 195.1: regular male employees → 99.7 (51.1%); regular female employees → 48.6 (24.9%); non-regular male employees → 28.8 (14.7%); and non-regular female employees → 18.0 (9.2%). There are slight differences by size and industry. =
- The workforce is organized by position as follows: Male employees: employees → 43.9%; assistant managers → 13.6%; managers → 14.4%; deputy general managers → 9.1%; general managers → 10.7%; and executives → 9.3%. Female employees: employees → 57.6%; assistant managers → 17.5%; managers → 12.6%; deputy general managers → 5.0%; general managers → 4.0%; and executives → 3.3%. Female employees are concentrated in relatively low-ranking positions.
- Executive and non-executive directors number an average of 3.9 and 1.3, respectively. Among them, female executive and non-executive directors number 0.6 and 0.2, accounting for 15.4%.
- Male and female employees work for their companies for an average of 9.2 years and 8.0 years, respectively. The percentages of male and female employees who change jobs within one year after recruitment stand at 11.6% and 9.9%, respectively.
- 26.8% of the employers responded that the gender pay gap exists. In the areas of ‘construction,’ ‘water supply; sewage, waste

management, and materials recovery,’ and ‘real estate activities,’ a higher percentage of employers answered that there is the gender pay gap. In terms of business size, companies employing 300 ~ 500 workers show the biggest gender pay gap.

- The biggest reason for the gender pay gap is business differences including those in the value of jobs (39.9%), which is followed by the recognition of military service (30.3%).
- A relatively large number of employers operate childbirth leave (86.6%) and child care leave (69.4%).
- 70.1% of the employers use or tend to use substitute workers, showing big differences by industry.

○ HR management systems

- Only 30.5% of companies employing 30 to 50 workers said that jobs are analyzed while 61.5% of businesses employing 500 or more persons gave the same answer. This shows that the bigger the companies are, the more systematically human resources are managed.
- Promotion (62.7%) is the area where assessment results are used the most widely, followed by wage calculation and rewards (54.6%). The bigger the companies are, the more widely they use assessment results for training or layoffs.
- The percentages of women among those promoted are as follows: employees → assistant managers: 42.3%; assistant managers → managers: 36.6%; managers → deputy general managers: 29.5%; deputy general managers → general managers: 19.4%; and general managers → executives: 15.3%.

- The major factors for promotion are as follows: job performance (51.9%), quantitative job assessment (22.1%), and length of service (17.4%). Among companies employing 300 or more persons, the share of quantitative assessment is relatively high.

○ Status of recruitment

- 23.6% of the employers answered that there are available vacancies. The smaller the companies are, the higher the share of vacancies in the current workforce is. This is mainly attributed to ‘failure to meet the expectations of job seekers in terms of working conditions and so forth (29.3%),’ ‘lack of applicants who meet job requirements (21.8%),’ and ‘job seekers’ avoidance of the positions’ (15.9%).
- Employers recruited 28.6 persons in 2015, 31.7 persons in 2016, and 34.5 persons in 2017. Their percentages in the current workforce stood at 16.4%, 17.8%, and 20.3% in 2015, 2016, and 2017, respectively.
- The sphere of ‘accommodation and food service activities’ recruited the highest number of employees, where the share of recruited workers in the current workforce was 40.4 ~ 45.7%. In 2017, companies employing 500 or more persons showed little improvement in recruitment while businesses employing 300~500 persons revealed an increase in the number of recruited workers.
- Among the most recently recruited employees without work experience, the share of women stands at 48.7% while among those with work experience, the percentage of women amounts only to 36.4%. This shows that a rise in the number of recruited

employees with work experience may have negative effects on the recruitment of women.

- The share of recruited non-regular workers in the current workforce can also be reviewed. The percentage of women among directly or indirectly employed non-regular workers including short-term employees is higher than that of their male counterparts, signifying that the number of recruited non-regular female workers is rising faster than that of their male counterparts.
- The percentage of recruited human resources with specific work experience or skills amounts to 61.4%. Businesses employing 300 or more persons have a stronger preference for employees belonging to the category of 'people' than their smaller counterparts.
- By the stage of recruitment, it is not clear whether males or females are favored. However, there are big differences by industry, showing that women are in disfavor in male-dominated realms. This means that gender segregation is still a very serious issue in the Korean labor market.

○ Changes in recruitment

- In terms of recruitment systems recommended by the government, the recruitment of persons with disabilities or the elderly (24.1%) to whom the mandatory quota applies is the most widely used, followed by the recruitment of local talents (15.9%), competency-based recruitment (10.0%), blind recruitment (8.7%), and the recruitment of women (8.3%). 41.9% responded that they have no intention to use such recruitment systems.
- 11.0% answered that there have been changes in recruitment

systems over the past three years. However, the bigger the companies are, the more changes they experience. 30% of businesses employing 500 or more persons said that there have been changes in the systems.

- Such changes are attributed to ‘compliance with the government’s guidelines (48.6%)’ and ‘the availability of competitive human resources (38.7%).’ These are deemed to have led to ‘more diverse workforce (46.8%)’ and ‘changes in corporate culture (18.0%).’ 14.4% answered that there is no tangible results.
- A relatively higher percentage of respondents said that regular recruitments have been less seen in the area of ‘financial and insurance activities’ over the past three years. During the same period of time, occasional recruitments have been more widely made in the spheres of ‘information and communication’ and ‘professional, scientific and technical activities.’ In the areas based on technology, the number of recruited employees with work experience has jumped.
- Over the past three years, the share of directly recruited workers has continuously risen.
- In connection with changes in the recruitment of non-regular employees, the number of non-regular workers has sharply climbed in the spheres of ‘wholesale and retail trade’ and ‘education.’ Even in the areas of ‘electricity, gas, steam and air conditioning supply’ and ‘professional, scientific and technical activities.’ the number of non-regular workers has consistently increased. In other words, these areas have seen a rise in the number of recruited regular and non-regular employees.

- In terms of future plans to recruit employees, a relatively bigger number of companies responded that they have plans to recruit more workers. However, a smaller number of businesses said that they have plans to expand the number of non-regular workers or employees chosen via closed-door recruitment processes.

3. Women recruitment, gender discrimination, and workplace culture

○ Women recruitment process

- The share of women participating in recruitment processes as jurors, evaluators, and interviewers amounts to 24.3% while the percentage of women taking part in final interviews or executive-level job interviews reaches 16.5%. The share of women participating in recruitment processes is high in female-dominated industries while the percentage of such women is low in companies employing 500 or more persons.
- The share of employers operating a special management system for women is as low as 1.2%. Only 2.3% operate councils and committees including a gender equality committee, a work-life balance promotion committee, and so forth.

○ Reasons for discrimination against women in recruitment

- Whether special employees are needed was also asked by item. 24.8% replied that such workers are required because products are too big or heavy. 42.4% said that employees having specific certificates are needed due to regulations and other reasons while 37.4% answered that special workers are required due to

job-related risks or the possibility for accidents.

- 48.1% responded that they put emphasis on whether female employees can work for long without quitting their jobs. 15.0% said that they lay stress on whether female employees can be on field duty or work down in provinces while 11.3% replied that whether women can work by night or for longer hours on a need-to-do basis is regarded as important.

○ Job segregation by gender and workplace culture

- In order to identify the status of job segregation by gender, whether they operate teams where more than 70% of members are female or male was also asked. 57.7% said 'Yes' while 42.3% replied 'No.' The share of employers operating such teams is high in the categories of 'human health and social work activities' and 'wholesale and retail trade'. It is deemed that there are many teams consisting of only women. The percentage of female or male members in such teams amounts to 64.6% on average. This means that specific teams are female-or male-dominated.
- The reasons for the operation of such teams were also studied. 53.4% replied that male or female employees are more suitable for such jobs. This shows that job segregation by gender is based on gender-role stereotypes.
- This paper also studied whether males are preferred in recruitment processes when men and women have the same qualifications. 24.5% responded 'Yes.' 24.8% said that male employees are preferred for key jobs or positions. 16.0% answered that men receive higher wages than women even though they have the same

position. 18.5% said that women are more slowly promoted than men even though they have a similar level of work experience and capability.

- 89.2% answered that HR is managed in a reasonable and transparent manner. 87.9% replied that they don't feel uncomfortable when leaving work on time. 82.2% responded that they have no difficulty in applying for vacation.

○ Fairness in recruitment

- In terms of ensuring fair recruitment, 36.7% replied that documentation is simplified while 24.5% said that a number of interviewers take part in interview processes. 10.4% answered that diversity in the organization of interviewers is secured.
- Only 51.5% are aware of laws regarding fair hiring procedures.
- 65.9% are aware of the Act on Equal Employment and Support for Work-Family Reconciliation that prohibits gender discrimination in recruitment processes.

4. Factors affecting recruitment outcome

○ Prime factors affecting the number of recruited employees

- The analysis of the determinants of the size of recruitment shows that 'industry type,' 'the size of companies,' 'the existence of labor unions,' 'whether businesses belong to the public sector or not,' and 'the year of establishment' have statistically significant effects on the size of recruitment.
- In the sphere of construction, the number of recruited workers

falls. The same thing applies to small-scale companies. The existence of labor unions has negative effects on recruitment. Female-dominated businesses are distinguished from male-dominated companies in terms of the size of recruitment. Female-dominated and small-scale companies are more negatively affected in terms of recruitment. Considering the size of companies, small-scale businesses are more significantly affected in terms of recruitment. They seem to be affected by economic conditions and the recent introduction of various systems having effects on business environments.

- The number of recruited employees with or without work experience shows differences by gender. Recruiting women without work experience is negatively affected.
- In the area of construction, the recruitment of men without work experience is negatively affected while the recruitment of men with work experience is positively affected. In other words, even in the same industry, differences are witnessed depending on the existence of work experience.
- In the labor market, recruitment is not deemed to offer similar environments to or to have similar effects on job seekers. Some groups are positively affected while others are negatively affected. Therefore, it is important to further segment labor markets and to more accurately identify real effects on job seekers.

〈Table 1〉 Factors affecting the number of recruited employees (2017)

	All		Men		Women	
	Coefficients	Standard errors	Coefficients	Standard errors	Coefficients	Standard errors
metro	-0.7952	1.1412	-0.0160	0.7973	-1.0840	0.7417
ind2_2	-4.3041*	2.3556	-0.1660	1.6457	-3.8679**	1.5308
ind2_3	5.6214**	2.3818	-2.8309*	1.6640	8.6460***	1.5479
ind2_4	0.4568	1.9259	0.0085	1.3455	0.6658	1.2516
ind2_5	4.7421***	1.5772	-2.2431**	1.1019	7.4496***	1.0250
size1	-4.8968**	2.2988	-0.9649	1.6060	-3.1990**	1.4940
size2	-4.0098*	2.2622	-1.0531	1.5805	-2.8955**	1.4702
size3	-0.1927	2.3265	1.6273	1.6254	-1.7991	1.5120
size4	2.1047	2.8640	1.5059	2.0009	0.6480	1.8613
union	-5.926***	1.3895	-2.3879**	0.9708	-3.1545***	0.9030
lnrcost	0.4260	0.3187	0.0577	0.2227	0.3714*	0.2071
techfirm	-1.6287	2.4820	-2.1841	1.7340	0.4480	1.6130
public	-7.5029***	2.7458	-3.7887**	1.9183	-3.9101**	1.7844
est	-0.2117***	0.0359	-0.0957***	0.0251	-0.1199***	0.0233
_cons	26.9361***	2.7579	15.4792***	1.9268	11.2946***	1.7923
Adj R ²	0.0875		0.0329		0.1491	
Prob > F	0.0000					

○ Recruitment systems and human resources

- Selecting the percentage of regular recruitment as a dependent variable, the Tobit model was used for effective analyses. The results show that in the sphere of construction, positive effects are greater than in other areas and that men are significantly affected. However, in the realms of ‘wholesale and retail trade’ and ‘accommodation and food service activities,’ only women are positively affected. The existence of labor unions positively affects

the dependent variable, having statistically significant and insignificant effects on women and men, respectively. Whether businesses belong to the public sector or not has significantly positive effects on the dependent variable regardless of gender. The longer history the companies have, the more positive effects the independent variable has on the percentage of regular recruitment.

- Preferences for ‘people’ and ‘professional talents’ were also examined. Significant effects are yet to be witnessed by industry. However, businesses employing less than 500 persons have more negative attitudes toward ‘people’ than companies employing 500 or more persons. Whether businesses belong to the public sector has significantly positive effects on the recruitment of ‘people.’

○ Changes in recruitment practices

- Changes in recruitment practices seen over the past three years were also analyzed. The results show that many industries have witnessed big changes in high-quality jobs. There have also been great changes in big businesses and the public sector. Given that such jobs are highly preferred by job seekers, changes in recruitment practices are deemed to have had effects on such job hunters including a rise in the degree of difficulty.
- Technology-based companies have seen a rise in the number of recruited employees. This should be seriously considered when crafting employment policies in the future.

○ Factors affecting the gender gap in recruitment

- Businesses characterized by serious job segregation by gender have experienced a fall in the percentage of recruited women.

Companies effectively operating work-life balance promotion systems have seen a rise in the share of recruited women.

- The more female interviewers the companies have for final and practical interviews, the higher the percentage of recruited women is. The organizational structure or corporate culture is deemed to have effects on the recruitment of women. Serious job segregation by gender is considered to have negative effects on the recruitment of women.
- The use of evaluation results for recruitment negatively affects the recruitment of women. This signifies that various organizational structures, culture, and attitudes affecting HR managers should improve.

IV. The status of job-seekers and employees

1. Survey overview

- Objective: To identify job seekers' experience in recruitment processes, changes in recruitment systems, and gender discrimination. Data include personal demographics, jobs, job seeking-related information, experience in recruitment, awareness of changes in the recruitment market, gender discrimination in recruitment, and so forth.
- Sample
 - 2,000 job seekers aged 20 to 49 who have looked for jobs for the past three years.
 - Group classification

〈Table 2〉 Types of survey participants

Classification		Information
Employees	Newly employed	Currently working and this is his or her first ever job
	Reemployed	Currently working and this is not his or her first job.
Unemployed	Job seekers with work experience	Currently looking for a job but he or she was employed in the past.
	Job seekers without work experience	He or she was not employed in the past and has no job at present.

- Refer to Statistics Korea’s regional employment survey on the economic activities of those aged 20 to 49.

2. Descriptive statistics

- The gender ratio of respondents: 50% to 50%; those with a high-school diploma or lower: 13.8%; junior college graduates: 20.1%; those who graduated from universities or graduate schools: 66%.
- The graduation years of those who have experience in seeking jobs are as follows: 57.2% → 2010~2018; 27.5% → 2000~2009; 15.3% → before 2000. Their majors are as follows: engineering → 26.4%; social sciences → 26.1%; humanities → 11.4%; natural sciences → 10.6%.
- Employment type: regular employees → 78.3%; non-regular employees → 16.5%; non- fixed term employees: 5.2%.

3. Results from the survey of job seekers

○ Job-seeking

- Job-seeking period: 42.7% → less than 6 months; 28.9% → 6

months to less than 1 year; 7.6% → three years or longer.

- Those who have experience in seeking jobs acquire job-related information through the following means: employment portals (90.5%), employment-related agencies such as employment support centers and Worknet (78.9%), through their acquaintances (51.5%), and company homepages (50.6%).
- They have an average of 2.7 certificates, paying an average of KRW 1.184 million to get certificates and spending a monthly average of KRW 255,000 in seeking jobs.
- In the process of seeking jobs, they have the following difficulties in connection with lack of information: recruitment criteria (47.6%) and lack of job-related information (47.6%).
- The highest percentage of job seekers (32.1%) cite 'lack of public notices they need' as the biggest difficulty.

○ Experience in recruitment

- In the process of recruitment, job seekers experience 'document screening' (97.8%), 'interviews with administrators' (92%), 'executive-level job interviews' (64.7%), 'personality and aptitude testing' (63.8%), and written tests (51.5%). The degree of difficulty by process that they feel is as follows: executive-level job interviews → 3.86 points; interviews with administrators → 3.73 points; presentations → 3.72 points, and written tests → 3.67.
- Until now, job seekers have submitted job application forms an average of 20 times.
- Job seekers experience direct recruitment, open recruitment, and regular employee recruitment more frequently than indirect

recruitment, closed-door recruitment, and non-regular employee recruitment, respectively. They prefer occasional recruitment to regular recruitment.

- Job seekers have had an average of 6.7 interviews. 10% or less replied that female interviewers participate in interviews with administrators, executive-level job interviews, and camp interviews.
- 81.8% answered that they don't get their documents back when failing to pass the tests.

○ Changes in the recruitment market

- A higher percentage of job seekers responded that the share of public notices for recruiting employees with work experience and non-regular workers, as well as the percentage of indirect recruitment, is rising.
- 67.5% replied that recruitment processes get more complicated and that companies demand more qualifications while 70.1% answered that recruitment systems get more diversified.
- Half of the respondents said that gender discrimination weakens in the process of recruitment. A relatively higher percentage of respondents have negative attitudes toward fairness and transparency in recruitment processes.

○ Gender discrimination

- 48.7% replied that they are aware of the Act on Equal Employment and Support for Work-Family Reconciliation while only 24.2% answered that they are aware of the Fair Hiring Procedure Act.
- About 30% answered that they have ever experienced gender

discrimination in recruitment processes.

- More specifically, the highest percentage of respondents (70.8%) said that men and women are separately classified or a specific gender is favored. 43.4% responded that they are asked questions about pregnancy or childbirth while 38.9% replied that they are subject to restriction depending on their marital status.
- Most of the respondents said that they don't react to gender discrimination.

4. Comparison by gender

- Female workers have more experience in being disfavored or being treated unfairly than their male counterparts. Gender differences exist in terms of their subjective awareness of experience in gender discrimination. The following <Table 3> describes gender discriminatory circumstances by item.

<Table 3> Recruitment processes where suspected gender discrimination exists/occurs

Classification	Items	Circumstances where suspected gender discrimination exists/occurs
Experience in seeking jobs and being recruited	Job-seeking activities	<ul style="list-style-type: none"> - Women spend more money buying clothes or taking care of the way they look for interviews. - When selecting jobs, men regard whether they are regular or non-regular ones as the most important while women put more emphasis on working conditions and welfare programs.
	Recruitment phase and methods	<ul style="list-style-type: none"> - Men experience personality/aptitude tests, written tests, executive-level job interviews, and reference checks more frequently than women. - Women feel more difficulties than men in every process other than document screening, reference checks, and physical tests. - More women than men experience non-regular jobs.

Classification	Items	Circumstances where suspected gender discrimination exists/occurs
	Applying for jobs	- Many more women than men experience favorable or difficult conditions depending on gender, their marital status, and age.
	Written tests	- Nothing special
	Interviews	- More women than men are asked about 'marital status,' 'childbirth,' 'wedding plans,' 'family planning,' and 'whether to continuously work after marriage and childbirth.'
	Announcement of results	- More women than men do not get their documents back and are not notified of result announcement dates or reasons for failure to pass the test.
Subjective awareness	Changes in the recruitment market	- More men than women recognize that gender discrimination weakens. Compared with their previous workplace, the former show bigger improvements than the latter. - Generally, more men than women regard corporate culture positively. The former shows more positive changes than the latter.
	Gender discrimination	- 44% of women and 22% of men replied that they have experienced gender discrimination. The former is about twice as high as the latter.

5. Comparison by age

- Recruitment experiences by age were also compared and analyzed. There are differences between job seekers in their 20s and those in their 40s. The former have more experience in the recruitment of employees without work experience, regular recruitment, and recruitment systems recommended by the government while the latter have more experience in the recruitment of employees with work experience and occasional recruitment. Such differences by age are deemed to relate to recruitment systems.
- Those in their 20s and 30s have more certificates but those in their 40s spend the highest amount of money (KRW 1.48 million)

acquiring such certificates. (those in their 20s: KRW 1.029 million; those in their 30s: KRW 1.175 million)

- In every stage of recruitment other than reference checks and physical tests, the younger the job seekers are, the more difficulties they feel. In terms of recruitment systems, those in their 20s have more experience in the recruitment of employees without work experience while those in their 40s have more experience in the recruitment of employees with work experience. Those in their 20s have more experience in regular recruitment while those in their 30s and 40s have more experience in occasional recruitment.
- In terms of changes in the recruitment market, job seekers in their 20s have the highest percentage of respondents who recognize that the number of career positions and regular jobs has jumped, followed by those in their 30s and 40s. On the other hand, job seekers in their 40s have the biggest percentage of respondents who think that the share of indirect recruitment has climbed, followed by those in their 30s and 20s.
- Those in their 30s have the largest percentage of respondents who agree that gender discrimination has weakened while those in their 20s have the highest share of respondents who think that recruitment processes are fair and transparent.

6. Comparison by type of groups

- A higher percentage of the reemployed are found to obtain job-related information through their acquaintances (58.6%) or head hunters (28.8%).
- In every recruitment stage, a higher percentage of new employees

without work experience are deemed to experience camp interviews, presentations, and physical tests, showing that the recruitment market has been characterized by more varied recruitment systems.

- The number of interviews that job seekers experience is as follows: the reemployed → 8.7; new employees without work experience → 6.7; job seekers with work experience → 5.9; and job seekers without work experience → 4.3.

- More job seekers with work experience (70.0%) than the reemployed (65.3%) recognize that recruitment processes have gotten more complicated and that companies demand more qualifications.
- Experiences in gender discrimination were compared and analyzed by type and gender. Female employees with work experience are found to have the highest percentage of respondents who said that they have experienced gender discrimination in every recruitment process.

V. Conclusion

1. Major Findings

- The number of recruited workers closely relates to business expansion and so forth.
- High-quality job providers show negative attitudes toward the recruitment of women.
- Frequent changes in high-quality recruitment lead job seekers to directly experience more difficulties.

- A rise in the number of career positions and non-regular jobs has negative effects on the recruitment of women.
- Gender equality at the stage of interview is important in promoting the recruitment of women.
- Objectivity in recruitment methods and procedures should be ensured to boost the recruitment of women.
- The current HR system and organizational culture are the root causes of discrimination against women.

2. Policy issues

A. Establish recruitment information infrastructure

- Carry out research on the status of recruitment
- Improve the analysis of recruitment information
- Support the function of job-seeker information screening

B. Devise plans to enhance recruitment procedures

- Develop and disseminate standard guidelines for recruitment procedures
- Recommend the advance notification of recruitment procedures and criteria
- Financially support SMEs to recruit new personnel

C. Strengthen a legal framework by revising the Fair Hiring Procedure Act (etc.)

- Raise awareness about the Fair Hiring Procedure Act
- Expand the scope of the Fair Hiring Procedure Act

D. Address gender discrimination in recruitment

- Offer more information including gender ratio by recruitment phase
- Educate HR managers to promote gender equality
- Expand women's participation in the stage of interview
- Disseminate guidelines to eliminate gender discrimination at the stage of interview
- Install and operate gender discrimination report centers
- Improve organizational culture to advance gender equality at the stage of job-seeking.
- Weaken job segregation by gender



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