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2019 Korean Women Manager Panel

Eunjin Oh, Nanjue Kim, Seunghyun Lee, Jihyun Hong,
Seohyun Lee, Woori Noh, Keejae Lee



Korean Women's Development Institute

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Korean Women's Development Institute

225 Jinheung-ro Eunpyeong-gu

Seoul, 03367, Republic of Korea

www.kwdi.re.kr

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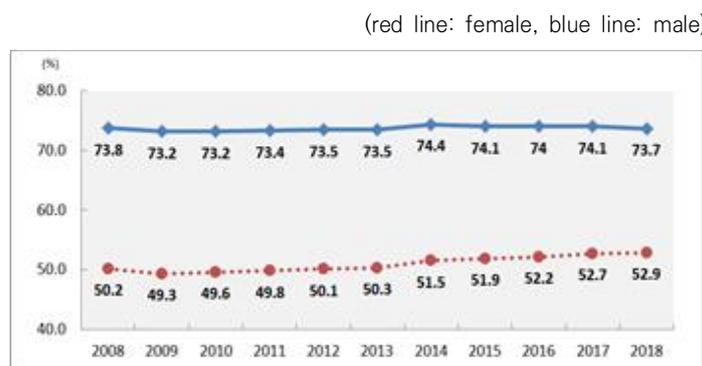
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I . Introduction

1. Research Purposes and Needs

- The participation of Korea women labor force has continuously expanded but their entry into management positions has not been effectively facilitated. In terms of the Glass Ceiling Index annually updated by the Economist, Korea has ranked lowest among 29 nations surveyed.



Source: Economically Active Population Survey, KOSIS (2008-2018)
Statistics Korea

[Figure 1] Changes in Men's and Women's Labor Force Participation Rates by Year

- The Korean Women Manager Panel has surveyed corporate culture, gender-discriminatory practices, and changes in work-life balance in Korean society. In particular, scholars from many different areas have shown their interest in the Korean Women Manager Panel related the roles of businesses and society in glass ceilings and women's career-interruption. The Panel has produced basic data for devising policies for the promotion of work-life balance and women's representation.

2. Methods and Contents

- This report aims to analyze the achievements and limitations of the Korean Women Manager Panel for the first period (2007 – 2018) and to determine the direction of future projects as we call the second period(2020-) from now on.
- Expert forums and symposiums were held to determine 'whether and how to maintain the Panel for the first period,' 'the term of tracking the panel who is no longer manager,' and 'survey questions.'

II . Achievements and Limitations of the Korean Women Manager Panel for the First Period

1. Progress of the Korean Women Manager Panel for the First Period

- The Korean Women Manager Panel was launched based on the idea that appropriate policies should be crafted to identify discrimination against women in labor markets, to promote women's employment, and to raise the number of female managers.
- The first and second waves of the Panel were carried out in 2007 and 2008 (statistics approved by Statistics Korea), respectively. The survey had since been conducted every other year. The Panel for the first period was completed after the seventh wave was implemented 2018.

2. Achievements of the Korean Women Manager Panel for the First Period

- Academic conferences and symposiums were held under various themes to produce 75 research deliverables and to register 63 papers in research foundations.
- Results from the Korean Women Manager Panel, as well as source data, were cited or used to identify the status of low fertility, women's representation, and female manager training, and to make related suggestions.
 - The First Basic Plan on Gender Equality (2015) presented seven policy agendas along with the vision of a gender-equal society created by both men and women. Among them, in the context of

reducing the gender gap in employment, data from the Korean Women Manager Panel were used as evidentiary materials for policy-making.

- In terms of establishing a specific policy of reducing gender discrimination at the workplace, the Panel found that two or more out of ten female managers have been discriminated in promotion and HR (human resources) assessment. This result was cited, thereby proposing a policy agenda that discrimination against women in status of workers, wage, promotion, and evaluation should be reduced.
- A variety of support was offered in order to use the Panel data as a policy framework for helping the Ministry of Gender Equality and Family discuss women's representation featuring the share of female executives and so forth.

3. Limitations of the Korean Women Manager Panel for the First Period

A. Limitations in Continuity Attributed to the Definition and Sampling of Managers

- Many issues existed when planning the Korean Women Manager Panel. First, is it appropriate to select assistant manager-level or above administrators as target managers? Second, how should target female managers be sampled in the circumstance where there is no female manager population working for businesses that employ more than 100 people?
- In the process of sampling assistant manager-level or above individuals as target managers among those working for companies

that employ more than 100 people, the absence of the female manager population caused representation-related issues attributed to the establishment of the female manager panel via non-probability sampling.

- The first wave of the Panel focused on four industries such as manufacturing, retail/wholesale, financial services, and business activities in 2007 but expanded its targets in 2012 to include entire industries in order to enhance female managers' representation by industry. However, when the seventh wave was conducted in 2018, such expansion led to concentration by industry attributed to oversampling in manufacturing, retail/wholesale, financial services, and business activities

B. Maintenance of the Women Manager Panel

- The Korean Women Manager Panel is only panel survey based on businesses in Korea. Even when designing the survey, panel losses were expected.
- Unlike the household panel survey, this panel study makes panel replacement infeasible, so that panel attrition rates were high due to tracking failure and refusal to participate in the survey.

III. Organization and Planning of the Korean Women Manager Panel for the Second Period

1. Establishment of the Korean Women Manager Panel for the Second Period

- The number of female managers has jumped but it is still difficult to find women's representation in labor markets. Therefore, identifying the status of female managers and tracking their career development processes through this panel survey are deemed to be required to improve gender imbalance in labor markets and to ensure long-term economic development. However, previous and future surveys should be differentiated in terms of direction.
- The newly established Korean Women Manager Panel is designed to critically examine the current situation where the share of female managers is higher than 20% but the percentage of female executives is as low as 2.3%. This survey aims to monitor difficulties that female managers experience in the process of overcoming glass ceilings and being promoted to higher-ranking positions and to track the process of female managers rising to become executives via career development.
- The panel survey for the second period will look into the process of manager-level or above women being promoted to higher-ranking positions/executives, as well as "relations between individuals' capabilities and social systems," "career development/maintenance," and "gender discrimination/other obstacles" that affect the aforementioned process. Moreover, in order to more clearly analyze and more effectively use results from the panel survey, new panels will be

set up, conducting a survey of male managers. Survey methods will also be revised to more effectively manage the panel survey.

2. New Definition of Women Managers

- The Korean Women Manager Panel for the second period will select manager-level or above female employees as target administrators and determine whether to include managers' authority such as 'rights to command and supervise,' 'rights to assess HR,' and 'rights to approve' in specific requirements for the definition of managers in accordance with the results from the survey of the population.

3. The Male Manager Panel Added

A. Need for the Male Manager Panel

- Female and male managers should be compared and researched to accurately analyze the issues of glass ceilings and career interruption. In particular, such comparative studies are important in seeking policies based on gender differences that are witnessed in the process of developing careers. Therefore, the panel survey for the second period will include the survey of male managers.

B. Issues Relating to Previous Panels

- Considering that male managers were sampled from the same businesses from which women managers were chosen, the former do not represent whole male managers in Korea and should be understood as the latter's colleagues who were sampled to be compared with their female counterparts.

- The basic principle to sample male managers is extracting ones who can be compared with female managers in similar position. However, male and female managers sampled are not well matched in the context of position. Comparison between female and male managers for the seventh wave of the panel survey conducted in 2018 shows that more women than men are concentrated in assistant manager-level positions.
- On the other hand, it was difficult to compare women and men in career development processes because the survey was conducted on a one-off basis as a supplementary. Moreover, taking into account that male managers are sampled only among companies employing female managers, the results are feared to be understood as gender differences only in special businesses employing female managers or a relatively higher number of women managers.

4. Survey Method Changes

- The newly established panel survey for the second period will be carried out every year, modulizing the current questionnaire into two different ones. On a two-year basis, the first- and second-year surveys will be differentiated in terms of questions and analysis. These can be presented as an alternative.

5. Establishment of New Panel Samples

- A. Change of the Sampling Frame for the Establishment of the Women Manager Panel
 - The panel survey for the second period uses the list from the Census on Establishments (Statistics Korea) as its sampling frame. As a

result, this makes it possible to survey a bigger number of businesses than the previous sampling frame. At the same time, manager-level or above female administrators are expected to be sampled more easily. Using the list from the Census on Establishments as a sampling frame also makes it possible to organize panels whose representation is higher than before.

B. Establishment of the Male Manager Panel

- The newly planned Korean Women Manager Panel will include male managers as surveyees, at the same time creating panels consisting of male managers sampled from the population. The survey will be conducted every year, comparing and analyzing the results by gender.

6. Sample Design for the Establishment of the Panel for the Second Period

A. Population

- The population for the Korean Women Manager Panel for the second period consists of manager-level or above male and female administrators working for companies that employ more than 100 full-time workers. The sampling frame is composed of businesses employing more than 100 full-time workers based on the results from the Census on Establishments for the end of December 2017.

B. Sample Design

- The primary sampling unit (PSU) is businesses while the secondary sampling unit (SSU) is manager-level or above employees. The

status of manager-level or above workers is identified via two-phase sampling, choosing manager-level or above employees through the second phase sample.

7. Survey of the Population of the Panel for the Second Period and Pilot Questionnaire Survey

A. Population Survey

- For the panel survey for the second period, the status of employees by gender and position should be identified, securing basic data for organizing new panels. The Census on Establishments enables the number of employees by gender to be identified but fails to gather data by position. Therefore, the status of the population needs to be surveyed.
- The status of the population is identified through telephone and online surveys. At the first phase, interviewers contact target participants by phone. In case respondents are not available due to their busy schedules or they want to reply later, questionnaires are delivered and returned online.

B. Pilot Questionnaire Survey

- The panel survey for the second period focuses on figuring out circumstances where women managers face by using questions that help identify the managers' personal and circumstantial elements.
 - In particular, the survey concentrates on measuring women's capabilities that directly affect their career maintenance and success, as well as coming up with plans to strengthen such capabilities.

- Therefore a preliminary survey was conducted to review the reliability and validity of questionnaires.
- An online pre-survey of manager-level or above administrators working for businesses that employ more than 100 people was carried out, distributing questionnaires. The final respondents number 115, implementing eight-phase validation processes to improve the reliability and validity of survey data.

〈Table 1〉 Overview of the Pilot Survey

	Information
Participants	Manager-level or above female administrators working for local companies that employ 100 or more persons
Period	Oct. 20 ~ 27, 2019
Sample Size	115 persons
Survey Method	Online survey (CAWI: Computer Aided Web Interview)
Sampling	Random assignment by industry

- Cronbach α was analyzed to measure the reliability of questions. The results show that the reliability coefficient is 0.6 or higher, revealing that the internal consistency of measurement items is ensured.

IV. Changes and Direction of the Panel Survey for the Second Period in Terms of Content

1. Needs for and Background of Question Changes

- Questionnaires for the seventh wave of the panel survey were reviewed to show the following limitations.
 - First, there are eight different types of questionnaires for the panel survey for the first period, revealing that they are very specific. Common questions by type were used but basic questions were a little different by individual target. As a result, questions reflecting individual characteristics were poorly used, raising the need for reducing the number of question types.
 - Second, questions number 114 or more (employee type of survey), which is deemed to be too many.
 - Lastly, target participants and survey methods changed for the Korean Women Manager Panel for the second period, making it necessary to accordingly revise and reorganize survey questions.

2. Process of Changing Specific Survey Questions

- Questions for HR managers were maintained as they were while those for employees, new employees, and career changers were integrated into questions for managers. Questions for the non-employed, business founders, and other employees were included in those for deviants which are newly created. They were planned to be tracked one time. Questions for male managers, which are those for new managers, were integrated into common questions for managers.

- Advice from experts from the academic and business fields was given in connection with the validity and reliability of questions that researchers developed. Ways to ensure the reliability of the survey were discussed with the company that will conduct the final survey.

3. Changes of Key Survey Questions

- Survey questions were revised as follows:
 - First, The questions which were rarely used for policy-making and academic research were changed into similar questions or were deleted, considering their availability.
 - Second, the questions related to outdated issue were replaced with other questions.
 - Third, the reliability of subjective questions to which participants react on a scale basis was examined; reviewing questions whose reliability is low. Questions that are not mutually exclusive and are about the same items were revised or deleted.
- New questions were added in accordance with the following criteria.
 - First, some survey expressions and structures for only women surveyee in the first period were revised.
 - Second, questions are added regarding what female managers are expected to experience in accordance with changes in labor markets.
 - Third, questions regarding previous jobs of surveyee are newly organized and added.



Korean Women's Development Institute

225 Jinheung-ro, Eunpyeong-gu
(1-363, Bulgwang-dong) Seoul, 03367, Republic of Korea
TEL 02.3156.7000 FAX 02.3156.7007
<http://www.kwdi.re.kr>