

2022

Summary of Research Papers-14



The Impact of the Maximum 52-hour Work Week on Female Workers and the Challenges Going Forward

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Korean Women's Development Institute

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Challenges Going Forward**



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The Impact of the Maximum 52-hour Work Week on Female Workers and the Challenges Going Forward

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I . Background and objectives

- Former President Moon Jae-in’s government, under its Five Major National Policy Objectives, pledged to build a “nation that takes care of people’s lives” for people to enjoy a work-life balance and to enjoy leisure time. To that end, the government worked towards legalizing a maximum 52-hour work week system and setting the maximum annual working hours as 1,800 hours per year. The nation’s average annual working hours are gradually falling compared to its OECD peers, but South Korea is still a country with one of the longest working hours among the thirty-eight OECD members states: on average, Koreans worked 1,908 hours in 2020, which is the third longest, following Mexico with 2,124 hours and Costa Rica with 1,913.¹⁾

1) [https://stats.oecd.org/Labour/Labour Force Statistics/Annual Labour Force Statistics/ Hours worked/ Average annual hours actually worked per worker](https://stats.oecd.org/Labour/Labour%20Force%20Statistics/Annual%20Labour%20Force%20Statistics/Hours%20worked/Average%20annual%20hours%20actually%20worked%20per%20worker)

○ The legalization of the maximum 52-hour work week was discussed by the Committee on Working Hour Reduction from March 2012 and was implemented with the Cabinet’s passage of the “Revised Bill for the Reduction of Working Hours” in March 2018. From July 2018, the system was implemented in multiple stages depending on workplace size (i.e., the number of employees) and the categorization of special cases.²⁾

- With the revision of the Labor Standards Act in March 2018, Article 2 Paragraph 1.7 now specifies the term “one week” as seven days including holidays to set legal working hours as fifty-two hours, which include weekly working hours of forty hours on weekdays and weekends combined and extended working hours of twelve hours. The weekly working hours were limited to 52 hours from July 2018 and working hours cannot exceed the 52-hour ceiling even when agreed to by management and labor, as this is a mandatory statute. However, the 52-hour ceiling is not applied to workplaces with less than five employees and certain industries categorized as special cases.

〈Table 1〉 Phased implementation of the maximum 52-hour working hours system

Implemented from	Applicable workplaces	Details
July 1, 2018	Workplaces with 300 or more employees	Among the twenty-six existing special-case industries, the twenty-one industries no longer categorized as special cases as of July 2018 are granted a grace period.
July 1, 2019	-	Applied also to the twenty-one industries categorized as special cases in July 2018.

2) Published by the Ministry of Employment and Labor in May 2018 to brief the revised Labor Standards Act on reduced working hours, reduced special cases and the application of public holidays on the private sector.

Implemented from	Applicable workplaces	Details
January 1, 2020	Workplaces with fifty to 299 employees	Grace (guidance) period of one year applied.
July 1, 2021	Workplaces with five to forty-nine employees	Extended working hours by up to eight hours allowed until December 2022 when agreed to by management and labor.

- Source 1. Ministry of Employment and Labor’s briefing in May 2018 on the revised Labor Standards Act specifying reduced working hours, reduced special cases and the application of public holidays on the private sector.
2. Ministry of Employment and Labor press release on January 20, 2020 titled “Ministry of SMEs and Startups, Ministry of Employment and Labor, Korea Federation of SMEs Join Forces for the Successful Implementation of the 52-hour Work Week System.”

○ This study analyzed the accomplishments of the maximum 52-hour work week system from a gender-sensitive perspective in 2021, marking the fourth year of the system’s implementation, and made policy suggestions for the system’s successful implementation. To that end, the researchers analyzed how the system’s introduction changed the working hours and wages of each gender and influenced job performance and quality of life of workers. The system’s influence on female employment and performance was also analyzed, in addition to a survey of employees working at workplaces that adopted the maximum 52-hour work week system.

II . Changes in working hours and wages after the introduction of the maximum 52-hour work week system (Ministry of Employment and Labor, “2017-2020 Surveys on Labor Conditions by Employment Type”)

- When the gender gap of total working hours was studied by employment type in workplaces with 300 or more employees, the gender gap of irregular workers was bigger than that of regular workers. Second, the gender gap in working hours fell among both regular and irregular workers in 2019 and 2020. Third, the differences in gender gap between irregular and regular workers are narrowing gradually.
- The gender gap in monthly wages gradually decreased between 2017 and 2020 both in workplaces with 300 or more employees and those with less than 300 employees.
- The gender gap in monthly wages of regular and irregular workers was not significant both in workplaces with 300 or more employees and those with less than 300 employees.
- The gender gap in wages gradually decreased regardless of workplace size with the exception of the gender gap in wages of irregular workers in workplaces with less than 300 employees, which increased between 2019 and 2020.

III. The impact of the maximum 52-hour work week system on workers (Korea Labor Institute, analysis of the Korean Labor & Income Panel Studies between 2009 and 2019)

- The Panel Survey looked into how weekly average working hours, long working hours exceeding 52 hours, and working for longer hours influenced job satisfaction, work commitment and the happiness of individuals.
 - Whereas working for longer hours did increase wages, working for more than 52 hours not only caused work fatigue but also decreased the overall job satisfaction including wages. The tendency was more visible in males than females.
 - Working for less than 52 hours or working for more than 52 hours was irrelevant to job satisfaction or personal happiness in the cases of female workers, indicating that total available hours and other factors related to workplaces have a bigger impact than working hours. The possibility of decreased working hours ending up increasing hours spent doing domestic chores must be closely reviewed.

〈Table 2〉 How working hours influence satisfaction with wage, satisfaction with working hours, job commitment, and happiness.

Type		Satisfaction with wage	Satisfaction with working hours	Overall job satisfaction	Job commitment	Level of happiness
Total	Average weekly working hours	+	-	?	+	+
	Violation of the 52-hour ceiling	-	-	-	-	?

Type		Satisfaction with wage	Satisfaction with working hours	Overall job satisfaction	Job commitment	Level of happiness
Male	Average weekly working hours	+	-	?	?	+
	Violation of the 52-hour ceiling	-	-	-	-	-
Female	Average weekly working hours	+	-	?	+	?
	Violation of the 52-hour ceiling	?	?	?	-	?

- The working hours of females consistently decreased, according to a difference in differences (DID) model analysis conducted to examine the impact of the maximum 52-hour work week system on working hours.
- The working hours of those with long working hours were significantly decreased after the system's introduction. The system's introduction appears to have served a certain role in reducing long working hours in the society overall and spreading the culture of valuing a work-life balance.
 - Study results show that reducing working hours, which is the objective of implementing the maximum 52-hour work week system, had a more positive effect on women than men. However, the possibility of reduced working hours spent instead on doing domestic chores such as household chores and childcare cannot be excluded.

<Table 3> Key findings of the analysis on the impact of the maximum 52-hour work week system's introduction on working hours

Independent variables	Dependent variables: Weekly average working hours		
	Total (n=13,213)	Male (n=8,145)	Female (n=5,068)
Time (2019 as 1, 2017 as 0)	-1.991***	-2.433***	-1.340***
Treat (System implementation as 1, non-implementation as 0)	-2.292**	-2.569***	-1.520
Time×Treat	2.109	3.159**	-1.309
Gender (Female as 1, male as 0)	-2.148***		
R-Square	0.1132	0.1073	0.1346

Note: The treatment group consists of workers employed at non-special-case industry workplaces with 300 or more employees.

- Analysis of factors behind increased or decreased working hours
 - Factors that caused changes in working hours of individuals included both in the 2017 and 2019 surveys were analyzed by setting the changes in working hours as the dependent variable and assuming that changes in working hours has a stochastic process with a Markov property of being dependent only on the employment situation of 2017.
 - Compared to those working more than 40 hours and less than 52 hours, the working hours of employees working less than 40 hours increased significantly while the working hours of those working for more than 52 hours decreased very significantly. In particular, the absolute values of the coefficient displayed dramatic changes exceeding ten both for men and women.

(Table 4) Key findings of the analysis on factors behind increased or decreased working hours of 2019 compared to 2017

Independent variables	Dependent variables: Increase or decrease in weekly average working hours (2017–2019)		
	Total (n=4,256)	Male (n=2,697)	Female (n=1,559)
Age	-0.0305**	-0.0363**	-0.0146
Gender (Female as 1, male as 0)	0.2842		
Working hours (compared to those working 40–52 hours)			
Less than 40 hours	6.1631***	5.5826***	6.7270***
More than 52 hours	-9.9889***	-10.0613***	-10.0544***
R-Square	0.2199	0.2197	0.2038

Note: * p-value < 0.1, ** p-value < 0.05, *** p-value < 0.01.

IV. The impact of the maximum 52-hour work week system on companies (Korea Labor Institute, analysis of the 2017 and 2019 Workplace Panel Surveys)

- The short-term effects of the maximum 52-hour work week system were investigated, and contrary to concerns raised by managements, there were no short-term side effects. If anything, the maximum 52-hour work week system had positive effects on employment in terms of the number of employed persons and newly-employed persons.
 - However, the system's long-term effects must also be investigated, as this study simply estimated the short-term effects of the maximum 52-hour work week system and the government did not penalize violators, instead granting them a one-year grace period after the system went into effect in July 2018.

〈Table 5〉 Impact of the maximum 52-hour work week system on business performance and employment

Business performance	Total return on assets	Added value per employee	Sales per employee	Hourly labor productivity	Product/service quality
	(1)	(2)	(3)	(4)	(5)
Application of the 52-hour work week system	-0.850 (0.700)	-0.024 (0.034)	-0.026 (0.026)	-0.080 (0.083)	-0.173 (0.152)
Employment	Average no. of employees	No. of employees at year-end	No. of newly-hired employees	Ratio of female workers	Ratio of indirectly-hired workers
	(6)	(7)	(8)	(9)	(10)
Application of the maximum 52-hour work week system	0.053* (0.027)	0.127*** (0.023)	0.166** (0.085)	0.499 (0.393)	0.120 (0.757)

주: 1. *** p<0.01, ** p<0.05, * p<0.1

2. The numbers in parentheses represent robust standard errors
3. The prediction equation formula included factors including multiple workplaces, firm age, labor unions, collateral value of tangible assets, asset utilization rate, labor equipment ratio, R&D ratio, level of competition in the domestic market, market demands status, minimum wage worker status, organization type, industry dummy variables, and time-series variables, but they were not included in the report.
4. Added value per employee, sales per employee, hourly labor productivity, average number of workers, number of workers at year-end, and number of newly-hired workers, which are dependent variables in Models (2) to (4) and (6) to (8), were used as log values in the analysis.
5. The dependent variable of Model (5) used a Probit model of scores ranked by panels and was marked on a five-point scale (one being quality worse than competitors and five being quality much better than competitors). Other models used a fixed effect model by expanding the difference in differences method.

V. Survey of employees at workplaces that adopted the maximum 52-hour work week system

Survey overview

- The survey respondents were limited to employees that have joined the current company before 2019 in order to study the changes caused by the maximum 52-hour work week system among those in their 30s and 40s going through marriage, childbirth and childcare.

<Table 6> Survey overview

Type	Description
Respondents	Six hundred full-time employees aged 30–49 who have joined a company that adopted the maximum 52-hour work week system before 2019.
Survey type	Six hundred respondents in a quantitative survey and ten participants in focus group interviews (FGIs).
Industries	Manufacturing, information and communications, specialized services and science, and technical services
Company size	Companies with 100 or more employees
Survey method	Web-based online quantitative survey and online virtual FGIs
Survey period	Six weeks from September 13, 2021
Composition of respondents	Industries: More than 50% of manufacturing businesses, 25% each in information and communications, specialized services and science, and technical services.
	Company size: Respondents equally distributed in companies with 100–299 employees and those with 300 or more employees.

Respondent characteristics

- The survey targeted workers in their 30s and 40s and included 303 female workers and 301 male workers.

〈Table 7〉 Profile of respondents

(Unit: person, %)

Gender	Total	Age		Marital and family status			Type of employment		Position		
		30s	40s	Married with children	Married and childless	Not married	Regular worker	Irregular worker	Team member	Team leader	Executive
Female	303 respondents	226	77	99	45	159	297	6	252	49	2
	100(%)	74.6	25.4	32.7	14.9	52.5	98.0	2.0	83.2	16.2	0.7
Male	301 respondents	175	126	164	53	84	298	3	224	76	1
	100(%)	58.1	41.9	54.5	17.6	27.9	99.0	1.0	74.4	25.2	0.3

□ Changes in working hours and wages: the experience of working 52 hours a week

○ When asked about changes in the total working hours after the implementation of the maximum 52-hour work week system, 60.1% of female workers and 56.5% of male workers answered that there were no changes. Among the remaining respondents, the percentage of workers who said working hours were reduced were almost forty times higher than the rest: 39.3% of female workers and 42.5% of male workers said total working hours have been shortened.

- Among the respondents that have reported a reduction in total working hours after the introduction of the 52-hour ceiling, the greatest share was married female workers with children at 52.5%, followed by married male workers with children at 51.8%.

〈Table 8〉 Changes in the actual total working hours caused by the introduction of the 52-hour work week system

(Unit: person, %)

	Female				Male			
	Total	Decreased	No change	Increased	Total	Decreased	No change	Increased
Total	303	39.3	60.1	0.7	301	42.5	56.5	1.0
Married employees with children	99	52.5	47.5	0.0	164	51.8	47.6	0.6
Married employees	45	35.6	64.4	0.0	53	24.5	71.7	3.8
Without children	159	32.1	66.7	1.3	84	35.7	64.3	0.0

- When asked whether they have worked 52 hours or more per week before the introduction of the 52-hour ceiling, 62.4% of female workers and 72.8% of male workers said they have the experience of having more 52 hours or more. Among the respondents with the experience of having worked 52 hours or more per week, 82.5% of female respondents and 84.9% of male respondent said there were no changes in wage, which means that more than one out of ten female and male workers alike had experienced changes in total wages.
- When asked to score the impact of the maximum 52-hour work week system on changes in total wages on a five-point scale, female and male respondents gave scores of 3.8 points and 3.9 points, indicating that the system had an above-average impact.

〈Table 9〉 Experience of having worked 52 hours or more per week before the introduction of the maximum 52-hour work week system and changes in wages

(Unit: person, %)

	Total number of respondents	Experience of having worked 52 hours or more per week before the introduction of the 52-hour ceiling	Changes in wages after the introduction of the maximum 52-hour work week system				Maximum 52-hour work week system's impact on changes in total wages	
			Total	No change	Decreased	Increased	Respondents reporting decrease or increase	Score on a five-point scale
Female	303	62.4	189	82.5	13.2	4.2	33	3.8
Male	301	72.8	219	84.9	12.3	2.7	33	3.9

Note: 1. Basis of respondents: Respondents who have worked 52 hours or more per week before the introduction of the maximum 52-hour work week system

2. A decrease includes a dramatic decrease and a gradual decrease and an increase includes a gradual increase and a dramatic increase. A score close to five indicates a strong influence.

Implementation status of the flexible working system

○ Among the workers employed at workplaces implementing the maximum 52-hour work week system, the rate of implementing the flexible working hours system was 30.0% for women and 24.6% for men, indicating that the rate of not implementing it was more than twice as high.

- Among workers working at companies that have flexible working hours, 67.0% of women and 56.8% of men had the experience of having used the flexible working hours system, indicating that the rate was higher for women than men.

〈Table 10〉 Implementation of the flexible working hours system and the experience of use

(Unit: person, %)

	Total number of respondents	Implementation of the system		Total	Experience of use in workplaces implementing the system	
		Implemented	Not implemented		With experience	Without experience
Female	303	30.0	70.0	91	67.0	33.0
Male	301	24.6	75.4	74	56.8	43.2

Note. The flexible working hours system in a system of increasing the working hours of a week with a heavy workload in exchange for reducing the working hours of remaining weeks in a given period (on a two-week or three-month basis) so that the average working hours can be adjusted to the legal limit (the work schedule needs to be confirmed in advance).

○ The rate of implementing the selective working hours system was 22.1% for companies of female respondents and 15.9% for companies of male respondents, which indicates a more than 50% difference with the rate of not implementing the selective working hours system.

- Among workers working at companies that have adopted the selective working hours system, 71.6% of female respondents and 60.4% of male respondents have actually used the system, with women having a higher percentage of use than men.

〈Table 11〉 Implementation of the selective working hours system and the experience of use

(Unit: person, %)

	Total number of respondents	Implementation of the system		Total	Experience of use in workplaces implementing the system	
		Implemented	Not implemented		With experience	Without experience
Female	303	22.1	77.9	67	71.6	28.4
Male	301	15.9	84.1	48	60.4	39.6

Note. Selective working hours system: A worker, according to his/her free will, may work longer than the daily or weekly legal working hours to the extent that average working hours per week during the period of adjustment set within the limit of a month do not exceed the legal working hours (eight hours per day, forty hours per week).

- The rate of implementing the discretionary working hours system was 8.3% for the companies of female respondents and 5.6% for the companies of male respondents, which indicated that the system is not in place in more than 90% of the companies surveyed.
 - Among those working at companies that have adopted the discretionary working hours system, 36% of female respondents and 11.8% of male respondents have actually used the system, with the percentage more than twice as high for women.

〈Table 12〉 Implementation of the discretionary working hours system and the experience of use

(Unit: person, %)

	Total number of respondents	Implementation of the system		Total	Experience of use in workplaces implementing the system	
		Implemented	Not implemented		With experience	Without experience
Female	303	8.3	91.7	25	36.0	64.0
Male	301	5.6	94.4	17	11.8	88.2

Note. Discretionary working hours system: A system in which working hours determined by written agreement between labor and management are considered to have been worked in the case of work that needs to be delegated to the discretion of workers due to the nature of work.

Changes in working environment and time allocation

- When asked about changes in the working environment brought about by the introduction of the 52-hour ceiling, the scores of female and male respondents were three points or higher in areas of “work

efficiency” and “leaving work on time,” indicating that respondents experienced an increase more than a decrease in these areas. At the same time, respondents’ scores on “labor intensity” and “management’s control of working hours” also exceeded three points, indicating more increases than decreases. For both women and men, “leaving work on time” scored the highest with 3.34 points. The score on “work efficiency” was 3.18 points for female workers, which is only 0.07 points higher than that of men’s 3.11 points, indicating that the “work efficiency” of female workers increased more than that of men. In addition, “time spent in meetings,” “time spent in dinner with colleagues,” and “working at home after office hours” received less than three points, indicating that on a five-point scale, the respondents reported a decrease more than an increase. In the area of “time spent in dinner with colleagues,” female respondents’ score was lower than their male counterparts, indicating that time spent in dinner with colleagues decreased more for women.

〈Table 13〉 Changes in the working environment brought by the introduction of the maximum 52-hour work week system

(Unit: point)

	Total number of respondents	Time spent in meetings	Time spent in dinner with colleagues	Work efficiency	Labor intensity	Leaving work on time	Working at home after office hours	Management’s control of working hours
Female	303	2.66	2.46	3.18	3.09	3.34	2.90	3.08
Male	301	2.73	2.50	3.11	3.11	3.34	2.92	3.11

Note. A score close to five indicates a dramatic increase.

- When asked about changes in lifestyle brought by the implementation of the 52-hour ceiling and to give a score on a five-point scale (one point indicating no increase and five points indicating a dramatic increase), both women and men gave three points or higher, indicating that respondents experienced an increase rather than a decrease.
- When the responses of women and men are compared, female respondents, compared to their male counterparts, reported more significant increases in the areas of “hours of sleep,” “time for self-development,” “free time,” and “leisure time for exercising, travelling and others.” The few exceptions were “time spent doing domestic chores” where the scores were 3.27 points for women and 3.33 points for men and “time spent for taking care of children and family” where women and men gave 3.22 points and 3.28 points, respectively. In the case of “time spent with family,” the scores given by women and men were the same at 3.38 points.
- Depending on their marital and family status, married female workers who have children reported greater increases in “time spent with family,” “time spent doing domestic chores,” and “time spent for taking care of children and family” compared to married female workers without children and unmarried female workers. The results were similar in married male workers who have children. In contrast, both male and female unmarried workers tended to report a greater increase in “hours of sleep,” “time for self-development,” “free time,” and “leisure time for exercising, travelling and others.”

〈Table 14〉 Changes in time use after the introduction of the maximum 52-hour work week system

(Unit: point)

	Total number of respondents	Hours of sleep	Time for self-development	Free time	Leisure time for exercising, travelling and others	Time spent with family	Time spent doing domestic chores	Time spent for taking care of children and family
Female total	303	3.21	3.27	3.40	3.34	3.38	3.27	3.22
Married with children	99	3.23	3.28	3.31	3.36	3.49	3.37	3.43
Married and childless	45	3.09	3.20	3.27	3.24	3.31	3.18	3.02
Not married	159	3.24	3.28	3.49	3.36	3.32	3.23	3.14
Male total	301	3.09	3.24	3.37	3.31	3.38	3.33	3.28
Married with children	164	3.05	3.24	3.35	3.29	3.42	3.39	3.40
Married and childless	53	3.09	3.19	3.42	3.32	3.42	3.26	3.15
Not married	84	3.17	3.27	3.37	3.33	3.29	3.26	3.11

Implementation results of the maximum 52-hour work week system and policy suggestions for the system's successful implementation

The implementation results of the maximum 52-hour work week system were surveyed on a five-point scale in the areas of “greater autonomy in determining working hours,” “work-life balance of

individuals,” “changes in the practice of working long hours,” and “improved company productivity.” When asked to assess the maximum 52-hour work week system, female workers evaluated the implementation results more highly than their male counterparts in all four areas. Whereas female workers gave three points or higher for each question, male workers’ scores were lower than three points for “greater autonomy in determining working hours” and “improved company productivity.”

〈Table 15〉 Implementation results of the maximum 52-hour work week system

(Unit: person, point)

	Total number of respondents	Greater autonomy in determining working hours	Work-life balance of individuals	Changes in the practice of working long hours	Improved company productivity
Female	303	3.26	3.48	3.51	3.23
Male	301	2.97	3.27	3.31	2.96

Note: A score close to five indicates that the system was very helpful

- When asked about policies needed for the successful implementation of the maximum 52-hour work week system, the highest shares, or 58.4% of female workers and 59.5% of male workers selected the importance of “CEOs’ determination to shorten working hours.” Next, 54.1% of female workers and 52.2% of male workers responded that “the manager level’s perception of changes in working environment brought by the maximum 52-hour work week system” was important. A company CEO’s determination to shorten working hours and the manager level’s perception of changes in working environment brought by the maximum 52-hour work week system were selected by more than one in two female and male

workers, confirming that the roles of CEOs and managers are key to settling the maximum 52-hour work week system.

(Table 16) Policies for the successful implementation of the maximum 52-hour work week system (1st and 2nd priorities)

(Unit: person, %)

	Total number of respondents	CEOs' determination to shorten working hours	Manager level's perception of changes in working environment brought by the system	Hiring workers in addition to the essential workforce	Clear assignment of each worker's roles and responsibilities	Government's offering of more HR and labor consulting services to companies subject to the system	Government's offering of wage subsidies for newly-hired workers of companies subject to the system	Others
Female	303	58.4	54.1	38.6	26.4	2.6	12.2	0.0
Male	301	59.5	52.2	38.9	25.9	3.3	13.0	1.3

VI. Policy suggestions

Expansion of the selective working hours system and supporting participating companies

Study results show that the satisfaction levels of the maximum 52-hour work week system and the selective working hours system were high both for male and female workers.

- Respondents highly preferred the selective working hours system and provided opinions that the implementation of the maximum 52-hour work week system helped increase autonomy in

determining working hours and that they hope for the legalization of the selective working hours system as in the case of the maximum 52-hour work week system.

- Discovering and awarding best practices of the 52-hour ceiling in workplaces categorized by industry and company size**
 - To ensure the swift and widespread implementation of the maximum 52-hour work week system, there is a need to discover best practices and award companies.
 - A CEO's keen interest in maximum 52-hour work week system is crucial for the system's successful implementation. In order to strengthen CEOs' interest in and commitment to 52-hour ceiling, it is necessary to discover best practices and award companies.

- Training the management-level of companies implementing the maximum 52-hour work week system**
 - In order for the maximum 52-hour work week system to work properly in organizations, there is a need to raise middle management's awareness of the system.
 - It is necessary to discover and increase the number of companies receiving the Workplace Innovation Consulting provided by the Korea Labor and Employment Service for the purpose of reducing working hours through the introduction of the maximum 52-hour work week system and others.

Reform of the wage system to one centered on job competency and performance

- More than one out of five respondents or 26.4% of female respondents and 25.9% of male respondents answered that “a clear assignment of each worker’s roles and responsibilities” is necessary for the successful implementation of the maximum 52-hour work week system.

- In order to build the HR and wage system infrastructure centered on job competency and performance, there is a need to reform the wage system to one focused on job competency and performance and introduce a rational HR management system based on performance evaluations (Seung-gil Lee, 2021).

Others

- The maximum 52-hour work week system’s introduction is reflected in the evaluation of the Family Friendly Management certification issued by the Ministry of Gender Equality and Family.

- For the swift implementation of the maximum 52-hour work week system, there is a need to include the system’s implementation as an index in the Family Friendly Management evaluation of the Ministry of Gender Equality and Family.

- Public sector’s guideline for outsourcing work to private companies

- When government agencies or the public sector outsource work to private companies, the consigned companies need to abide by the maximum 52-hour work week system and avoid instructing employees to work on non-office hours and holidays.

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- Application of the maximum 52-hour work week system in the workplaces of dispatched workers
 - Cases were found that workers in the information and communications industry who are dispatched to customers' business sites were not subject to the maximum 52-hour ceiling. Support must be provided to apply the maximum 52-hour ceiling also in these cases.

