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2015 Korean Women Manager Panel Survey

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2015 Korean Women Manager Panel Survey

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1. Background and Issue

- Christine Lagarde, the first female Managing Director in the 64-year history of the International Monetary Fund, said we need three L's to empower women against gender discrimination. Here, the three L's refer to learning, labor and leadership¹⁾.
- If we look at the situation of Korean women from the perspective of learning, labor and leadership, women's university enrollment rate surpassed that of men by 0.8%p in 2009, with the gap further widening to 7.0%p, with 74.6% of women and 67.6% of men enrolling in universities in 2014²⁾. Although it is too early to assess the results, as it has only been six years since women's education level exceeded that of men, it is certainly a positive sign in that more women going to university will ensure better female resources compared to the past when

1) Huffington Post Korea, *Three L's to Fight Discrimination*
http://www.huffingtonpost.kr/christine-lagarde/story_b_5377377.html, posted on 11:23 AM, May 25th, 2014, most recently accessed on Dec. 17th, 2015

2) Ministry of Education, Korea Educational Development Institute, Statistical Yearbook of Education, annual publication

more men attended universities than women.

- In case of labor and leadership, the employment rate of women aged between 15 and 64 stood at 54.9% in 2014, resulting in a 20.8%p gap with the men's employment rate of 75.7%³⁾. On top of this hard-to-close gap, women's status in terms of leadership is even worse. According to the glass-ceiling index published by the Economist in 2015, South Korea ranked 28th out of 28 OECD members states when it comes to the share of female senior managers in corporate boards of directors and stood at 27th place when ranked by the share of female executive directors⁴⁾.
- The objective and basis of the Korean Women Manager Panel survey is to track the process of how women workers maintain careers at their workplaces without career disruption and grow as main members of their company, as well as to diagnose and monitor the role of companies and the support of the government to ensure the successful career-building of women managers.

3) KOSTAT, Korean Statistical Information Service, <http://kosis.kr/> (Employment, labor, wage/Survey of economically active population), most recently accessed on Dec. 17th, 2015

4) The Economist, 'The glass-ceiling index, The best—and worst—places to be a working woman', Mar. 5th 2015, <http://www.economist.com/blogs/graphicdetail/2015/03/daily-chart-1>, most recently accessed on Dec. 17th, 2015

2. Survey and Analysis Results

A. Panel Management

□ Application of Longitudinal Weighting

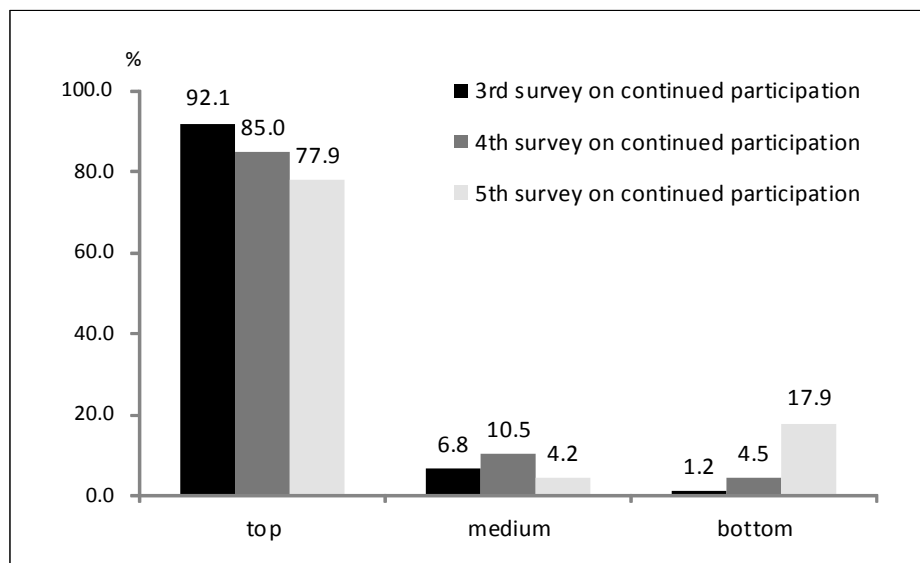
- Longitudinal weighting has been applied to the 1st survey in 2007 and also in the 2nd and the 3rd survey. From the 4th survey, however, no longitudinal weighting was applied to the sample maintained from the 1st survey year and weight was given only to the parts of the women manager panel sample of the 4th survey that were also gathered in the 5th survey.
- This is because the survey target, scope and method have been drastically reorganized from the 4th survey, and whereas the 1st, 2nd and the 3rd surveys were limited to the industries of manufacturing, wholesale & retail, finance and corporate service, the 4th survey included all industries. An additional sample of 918 women was added and the reliability of the parent population was also enhanced by investigating the share of women manager positions by using KIS corporate data. Also taken into account was the fact it is difficult and not very meaningful to design and maintain longitudinal weighting for the long term because there are women who newly assume positions as managers and many women managers become economically inactive, start their own business or change jobs.

□ Survey on Continued Participation in the Women Manager Panel in 2015

- As part of the survey on continued participation in the Women

Manager Panel, respondents were asked about their willingness to cooperate in the survey and 1,661 or 77.9% of the top group gave positive responses, indicating the possibility that they will continue to cooperate without strong rejection in the 6th survey. The declining share of the top group (from 92.1% in 2011 to 85.0% in the 4th survey in 2013 and 77.9% in the 5th survey in 2015) call for different contact methods and approach for the top group compared to the medium and bottom groups.

[Figure 1] Level of cooperation between 3rd and 5th survey (Among respondents who agreed to take part in the survey on continued participation)

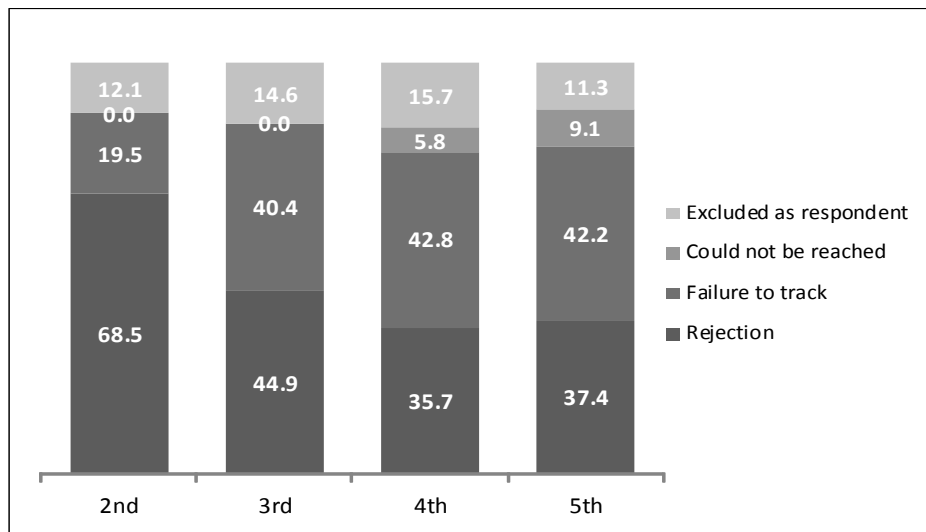


□ Sample Attrition Analysis

- Analyzed by reason of sample attrition, in the 2nd wave, the biggest share, or 68.5% declined to respond, 19.5% could not

be tracked and 12.1% were excluded as respondents⁵⁾. In the 3rd wave, the percentage of those who declined to respond fell to 44.9% while those who could not be tracked grew dramatically to 40.4% and 14.6% were excluded as respondents. In the 5th wave, the percentage of those who declined to respond grew slightly to 37.4% while the share of those who could not be tracked fell marginally to 42.2%, showing a similar trend with the 4th wave. From the 3rd wave, failure to track respondents became the major reason for sample attrition.

[Figure 2] Reason for sample attrition of the Women Manager Panel survey



Note: (Rejection) Survey was not conducted because the panel member declined to respond. (Failure to track) There is no way to contact the panel member because the panel member had changed jobs or retired. (Could not be reached) There is contact information but the panel member could not be reached. (Excluded as respondent) Excluded from valid sample as the panel member could not be surveyed due to reasons including emigration, long-term business trips, leaves of absence and maternity leaves.

5) Since the code "Could not be reached" was added after the 2nd and the 3rd waves, reasons for sample attrition can only be classified into 3 factors.

- More efforts should be made to systematically collect and analyze paradata generated in the course of interviews, which was revealed as a problem through an analysis of sample attrition. Moreover, in order to ascertain panel characteristics, a questionnaire should be designed to identify the common characteristics of women who are either in continuous service, changed jobs or no longer employed that were classified as panel members who have responded to the survey while a more in-depth analysis of sample attrition by wave should be conducted to reflect the findings in the next wave.

B. Major Findings of the Survey of Women Manager Panel Member Companies (1st–5th)⁶⁾

□ Makeup of Board Members

- Between the 1st and the 5th survey, more than 80% of the Women Manager Panel member companies said they have a board of directors in which there are an average of 0.2 to 0.3 female internal directors and an average of 0.1 female outside directors, indicating that the share of female internal and outside directors stands at less than 5%.

6) Responses of HR managers of Women Manager Panel member companies by survey year

〈Table 1〉 Existence on board of directors

(Unit: companies, %, persons)

	No of companies	Yes	No	Avg. number of board members of companies with a board of directors			
				Total		Women	
				Internal	Outside	Internal	Outside
1st - 2007	345	84.3	15.7	5.9	1.8	0.2	0.0
2nd - 2008	315	88.5	11.5	5.0	1.5	0.2	0.1
3rd - 2010	269	91.9	8.1	4.6	1.4	0.2	0.1
4th - 2012	290	85.5	14.5	5.7	2.6	0.3	0.1
5th - 2014	248	87.1	12.9	5.9	2.5	0.3	0.1

□ Share of Women by Job Position

- From the 1st to the 5th survey in the Women Manager Panel member companies, the share of women deputy section chiefs stood at 32.9% in the 1st survey, declining to below 30% in the 2nd survey, and surpassing 30% to reach 34.2% in the 4th survey. The percentage of female executives stayed at below 5% for all survey years, except in the 3rd survey in 2010.

〈Table 2〉 Ratio of women by regular worker's position

(Unit: Companies, %)

	No. of companies	Total	General staff	Deputy section chief	Section chief	Deputy department head	Department head	Executive
1st - 2007	345	28.5	41.2	32.9	17.1	9.6	5.5	4.0
2nd - 2008	315	26.0	36.4	23.1	13.1	7.2	5.7	4.1
3rd - 2010	269	24.8	34.2	28.3	15.2	8.4	5.2	5.2
4th - 2012	290	29.1	42.9	34.2	20.5	8.2	6.7	3.4
5th - 2014	248	36.2	45.0	46.6	31.4	13.6	7.4	3.5

□ HR Committee

- The percentage of companies that have an in-house HR committee stayed at around 67% in the 2nd and the 3rd survey before new panel members were added. The share surpassed 70% and almost reached 80% by rising to 71.7% in the 4th survey and 78.2% in the 5th survey after new panel members were added.

〈Table 3〉 Existence of HR committee

(Unit: Companies, persons, %)

	No. of companies	Yes	No	Companies with HR committee		
				No. of members	No. of women	% of women
2nd - 2008	315	67.1	32.3	7.2	0.2	2.8
3rd - 2010	269	67.6	32.4	6.5	0.3	4.6
4th - 2012	290	71.7	28.3	7.3	0.7	9.6
5th - 2014	248	78.2	21.8	7.2	0.8	11.1

Note: Monitored from the 2nd survey

□ CEO's Mindset

- From the 1st to the 5th survey, the survey of the mindset of CEOs of the women managers' companies shows that higher scores out of a scale of 5 were given to the statements, "My CEO fairly treats both male and female employees" and "My CEO perceives workers as human resources and trusts and respects them" compared to "My CEO tends to stress the importance of female workers whenever there is an opportunity".

〈Table 4〉 CEO's mindset (On a scale of 5)

(Unit: Companies, points)

	No. of companies	My CEO tends to stress the importance of female workers whenever there is an opportunity	My CEO fairly treats both male and female employees	My CEO perceives workers as human resources and trusts and respects them
1st - 2007	345	3.3	-	-
2nd - 2008	315	3.2	3.9	4.0
3rd - 2010	269	3.2	3.8	3.9
4th - 2012	290	3.5	4.1	4.2
5th - 2014	248	3.4	4.0	4.1

Note: 1. Fields marked as “-” indicate that the statements were not surveyed in that survey year.

2. A score close to 5 represents strong agreement

□ Male-oriented Corporate Culture

- When asked about male-oriented corporate culture, the statement, “In my company, it is difficult to take a leave of absence for personal reasons or family affairs” was given the lowest score of between 2.1 and 2.3 points, followed by “In my company, people feel uncomfortable leaving the office on time” and “In my company people feel uncomfortable when they do not participate in team dinners and other gatherings”. In contrast, the scores for the statement “In my company, male workers do not feel free to ask for paternity leave or childcare leave” ranged from 3.0 and 3.1, making it the only statement that received a score higher than 3.

〈Table 5〉 Male-oriented corporate culture (On a scale of 5)

(Unit: Companies, points)

	No. of companies	In my company, people feel uncomfortable leaving office on time	In my company, it is difficult to take leave of absence for personal reasons or family affairs	In my company people feel uncomfortable when they do not participate in team dinners and other gatherings	In my company, male workers do not feel free to ask for paternity leave or childcare leave
1st - 2007	345	2.7	-	-	-
2nd - 2008	315	2.8	2.3	2.8	3.1
3rd - 2010	269	2.7	2.3	2.7	3.0
4th - 2012	290	2.6	2.2	2.7	3.0
5th - 2014	248	2.7	2.1	2.7	3.1

Note: 1. Fields marked as “-” indicate that the statements were not surveyed in that survey year.

2. A score close to 5 represents strong agreement.

□ Childcare Leave for Men

- In the Women Manager Panel member companies, the percentages of male workers who asked for childcare leave grew from 1.7% in the 2nd survey to 4.2% in the 3rd survey. In the 4th survey when new panel members were added, 18.3% of companies responded that there were cases of childcare leave application by men, showing growth of a factor of 4. The percentage further rose to 25.4% in the 5th survey, showing encouraging signs.

〈Table 6〉 Cases of childcare leave application by men

(Unit: Companies, %)

	No. of companies	Childcare leave application	
		No	Yes
2nd - 2008	315	98.3	1.7
3rd - 2010	269	95.8	4.2
4th - 2012	290	81.7	18.3
5th - 2014	248	74.6	25.4

Note: 1. Monitored from the 2nd survey

2. Men's application for childcare leave in the previous year

□ Women Interviewers

- Of the Women Manager Panel member companies, the percentage of companies with a female interviewer in the recruitment process continued to grow from 42.5% in the 2nd survey to 54.0% in the 5th survey, indicating that more than half of the companies assigned female interviewers in the recruitment process.

〈Table 7〉 Existence of female interviewers

(Unit: Companies, %)

	No. of companies	Yes	No
2nd - 2008	315	42.5	57.5
3rd - 2010	269	44.2	55.8
4th - 2012	290	51.0	49.0
5th - 2014	248	54.0	46.0

Note: 1. Monitored from the 2nd survey
2. Existence of female interviewers since the previous survey

□ Promotion

- The share of women among workers scheduled to be promoted continued to decline from 24.6% in the 1st survey to 13.9% in the 4th survey before growing to 25.1% in the 5th survey. By position, the percentages of women scheduled to be promoted from general staff to deputy section chief and from deputy section chief to section chief were higher than those scheduled to be further promoted from section chief or higher, indicating that there were more women scheduled to be promoted in positions lower than section chief.

〈Table 8〉 Ratio of women among employees scheduled to be promoted in each position

(Unit: Companies, %)

	No. of companies	Total	General staff → Deputy section chief	Deputy section chief → Section chief	Section chief → Deputy department head	Deputy department head → Department head	Department head → Executive
1st - 2007	345	24.6	30.6	37.4	10.7	6.0	7.7
2nd - 2008	315	16.1	22.9	15.5	9.8	7.3	4.1
3rd - 2010	269	16.7	26.3	15.9	8.5	4.0	6.1
4th - 2012	290	13.9	31.5	17.4	8.3	4.8	4.9
5th - 2014	248	25.1	32.6	40.6	13.9	7.5	6.4

Note: Share of women among workers scheduled to be promoted to each position in the previous year

- As in the case of the share of female managers scheduled to be promoted, the percentage of women managers who were promoted declined from 21.9% in the 1st survey to 17.1% in the 3rd survey, before rising again to 22.3% in the 4th survey. By position, there were more women among those promoted from general staff to deputy section chief and from deputy section chief to section chief. This is consistent with the high shares of women managers in those positions found from survey of workers scheduled to be promoted.

〈Table 9〉 Ratio of women among promoted employees in each position

(Unit: Companies, %)

	No. of companies	Total	General staff → Deputy section chief	Deputy section chief → Section chief	Section chief → Deputy department head	Deputy department head → Department head	Department head → Executive
1st - 2007	345	21.9	29.4	22.7	13.9	10.1	11.3
2nd - 2008	315	16.2	21.7	15.5	10.0	8.4	5.6
3rd - 2010	269	17.1	23.8	15.1	8.9	5.8	8.1
4th - 2012	290	22.3	32.0	22.7	11.2	9.0	4.7
5th - 2014	248	25.7	30.0	33.2	17.1	10.9	4.3

Note: Percentage of women among those promoted to each position in the previous year

- When asked whether there is a gender difference in terms of promotion, more than half of the companies agreed with the statement, “There is no gender difference when it comes to promotion opportunities”. This indicates that if there really is no gender difference in promotion opportunities, then women can be promoted to senior positions as long as their career is not disrupted in their deputy section chief position and they are promoted further up the corporate ladder. In addition, less than 10% and 15.2% of companies in the 2nd survey selected the sentence, “Female employees are less capable of performing assigned tasks” as the reason for the gender difference in promotion opportunities. In comparison, more than 25% of companies selected the statements “Female employees are less competent as leaders,” and “Female employees are less devoted to the organization”.

〈Table 10〉 Gender difference of promotion (1st, 2nd and 3rd choices counted inclusively)

(Unit: Companies, %)

	No. of companies	There is no gender difference when it comes to promotion opportunities	Managers are less trustful of female employees.	Female employees are less capable of performing assigned tasks	Female employees are less devoted to the organization	Female employees are less competent as leaders	Due to male-oriented company practice and culture	Due to glass ceiling discriminating women employees
2nd - 2008	315	60.3	26.1	15.2	28.4	29.9	-	-
3rd - 2010	269	51.9	22.0	7.5	29.5	28.2	26.6	6.3
4th - 2012	290	59.3	22.1	7.6	30.3	25.2	33.8	9.0
5th - 2014	248	57.3	25.0	6.9	30.2	25.8	36.7	6.0

Note: Monitored from the 2nd survey

□ Evaluation of Male and Female Managers

- In order to compare the competency of male and female managers, respondents were asked whether female managers were better than male manager in each area on a scale of 5. Ever since this category was added from the 3rd survey and up to the 5th survey, the scores did not changed significantly. Even after new panel members were added in the 4th survey and target companies have been expanded to include all types of industry, companies' assessments of female workers were similar across industries.

〈Table 11〉 Evaluation comparing the competency of women managers versus men managers (Scale of 5)

(Unit: Companies, points)

	No. of companies	Creativity	Sincere and responsible attitude	Concentration on work	Multi-tasking abilities	Sociability within the organization	Team-work	Leadership	Strong initiative	Loyalty to company	External network
3rd - 2010	269	3.1	2.9	2.9	2.9	2.8	2.7	2.5	2.5	2.5	2.5
4th - 2012	290	3.1	2.9	2.9	2.9	2.9	2.7	2.5	2.5	2.4	2.4
5th - 2014	248	3.0	2.9	2.9	2.9	2.9	2.7	2.5	2.4	2.4	2.4

Note: 1. Monitored from the 3rd survey.

2. Score close to 5 indicates that “Female managers are much more competent than male managers”

□ Training Needed for Women Managers

- When asked of training needed for women managers to effectively perform tasks, “Leadership training (Manager training)” was selected the most, accounting for more than 50%. This was followed by “Human relationship and communication skills” which ranged from 27% to 33%, signifying that leadership and communication skills are capabilities that companies demand from women managers.

〈Table 12〉 Training needed for women managers to effectively perform tasks

(Unit: Companies, %)

	No. of companies	Leadership training (Manager training)	Personal relationship and communication skills	Strategy development	Negotiation skills	Globalization training	Other technical training
1st - 2007	345	52.2	28.7	9.6	1.2	1.7	5.8
2nd - 2008	315	50.2	30.3	4.9	3.5	3.9	7.2
3rd - 2010	269	53.0	32.5	5.7	2.3	0.7	5.7
4th - 2012	290	54.1	30.0	5.5	2.8	1.4	5.5
5th - 2014	248	54.0	27.4	6.9	2.8	1.2	7.7

□ Women's Network

- Asked whether there is women's network within their company, 29.8% of companies said yes in the 2nd survey, followed by 24.2% in the 5th survey. The percentage stayed below 30% between the 2nd and the 5th survey.

〈Table 13〉 Existence of women's networks within companies

(Unit: Companies, %)

	No. of companies	Yes	No
2nd - 2008	315	29.8	70.2
3rd - 2010	269	27.9	72.1
4th - 2012	290	23.4	76.6
5th - 2014	248	24.2	75.8

Note: Monitored from the 2nd survey

C. In-depth Analysis of the Women Manager Panel Survey

□ Study of Promotion Characteristics of Women Managers

- Data collected from the 3rd (2010) and the 5th survey (2014) of the Women Manager Panel survey were used for the analysis. On the basis of the 2010 data, respondents that were excluded from those sample in 2014, those whose job positions have unchanged and those who were promoted once or more have all been included in a total of 1,554 respondents that were analyzed. This total excludes the respondents who were executives back in 2010.
 - In order to study the factors that affect women managers' elimination from the labor market and their promotion, the survey results of the 3rd survey in 2010 and the 5th survey in 2014 were analyzed by using the occurrence of career

incidents for the four years as the dependent variable. Between the 3rd and the 5th survey, 48.2% of women manager panel members⁷⁾ were eliminated from labor market and those who maintained their careers were divided into the two groups of promoted women managers and unpromoted women managers. Unpromoted women managers were classified as having experienced no career incidents as they were neither eliminated from the labor market nor promoted while those eliminated from the labor market and promoted women managers were categorized as having experienced career incidents. In this analysis, the decisive factor which caused a career incident (elimination from labor market and promotion) was analyzed by selecting “no promotion” as the baseline category.

- Analysis of the factors that influence a career incident (elimination from the labor market, no promotion, or promotion) for the four years between the 3rd and the 5th survey found that almost half of the women managers were eliminated from the labor market, while only a half of those who maintained their career were promoted one or more times. This is consistent with the reality that the share of women managers dramatically declines from the position of section chief and above.
- Compared to women managers who were not promoted, those with high education attainment, in low job positions (low-ranking

7) Although the reasons for elimination from the labor market varied from retirement, immigration and declined to respond, retirement accounted for the biggest share. In the analysis of Minjeong Gang (2013) which studied the reasons for promotion between the 1st and the 3rd survey period, the percentage of retired women also accounted for 26.2% or 581 out of 2003 respondents.

managers), working in the finance industry, working for companies that employs between 300 and 999 workers, with big career aspirations, with good assessments of themselves, those with a mentor and those working in a company with corporate culture that allows a work-life balance were more likely to be promoted. Women managers with high education attainment, in low job positions (low-ranking managers), working for companies that employs between 300 and 999 workers, with high work stress, working for companies whose corporate culture is not horizontal, working for a boss who has a negative attitude, and with low satisfaction in the workplace were likely to be eliminated from the labor market rather than maintaining their career.

- It was found that women with high education attainment, which is the control variable in this analysis, are both likely to be promoted or be eliminated from labor market. This signifies that while the quality of human resources does influence the career path of women managers who have survived by maintaining their career, women with high education attainment are likely to be eliminated from labor market and fail to continue with their career. This is a testament to the reality of South Korea, where the employment rates of highly-educated women who have at least graduated from a four-year university when distinguished by age group represent an L-curve instead of an M-curve with women in their 30s as the low point.
- The major factors that enable promotion include strong career aspiration, and a high regard of herself and culture that allows work-life balance. The fact that women managers with a mentor

are more like to be promoted is evidence that can be used to emphasize the importance of mentoring to women managers. That is, mentoring can be a strategy for the career development of women managers.

- Preventing career disruption of women managers and enabling them to compete on a level playing field with men cannot be done by the individual work of a policy, company or woman manager herself. A combination of various factors is involved and the characteristic Korean society in which the burden of work-life balance is disproportionately imposed on women is another fundamental reason. Although all these reasons could not be identified from this analysis, more concrete alternatives should be proposed in the future to promote career development of women managers and prevent career disruption based on the complemented data and model. Another limitation of this analysis lies in the fact that no longitudinal panel analysis or comparison with male managers was conducted due to the limited number of cases and variables, despite this being the data of panels.

□ Determinant of Women Managers' Continuous Service

- In this study, the analysis was focused on whether the 2,361 women managers who held the position of deputy section chief in companies that employ 100 or more workers stayed at the same workplace for seven years up to 2014. The focus is based on the judgment that maintaining a career is the most important precondition for women to grow as main members of their company and assume higher positions. Analysis shows

that of the 1,129 women managers that the survey was able to track from the 1st survey in 2007 to the 5th survey in 2014, 614 or 54.4% stayed at the same workplace for seven years.

- In accordance with the survey objective of investigating the factors that influence the work life of women in order for them to be promoted and serve as leaders, the probability of staying in the sample company was analyzed in multiple dimensions by employing personal, circumstantial and organizational variables. While the average probability of working for the same company stood at 54.4%, the likelihood was higher for women who began their career after finishing high school at 70.6%, and the joining of labor unions, one of the organizational variables, also heightened the probability of working for the same company to 79.1%.
- Logit analysis of how personal, circumstantial and organizational variables affect maintaining one's career in the same workplace shows that whether this is their first job, whether they have joined a labor union, and companies' study/training leave and leave of absence policies are meaningful factors for married women managers as well as for women managers overall. It was confirmed that whether this is their first job is an important factor for women to maintain their career and that joining a labor union has a positive effect for the career of women workers.
- Due to the limitations of this study, further analysis is required in the future to investigate why women managers are less likely to stay at the same workplace at a meaningful level when they are less satisfied with their work life, as shown in the

analysis of the factors behind staying at the same workplace for seven years.

- There were also limitations posed by having analyzed women managers' career path by dividing the cases into working and not working for the same workplace. The career paths of women managers who were successfully surveyed were divided into continuous service, change of job, shift to other types of job, starting business and no longer employed. The study is limited in that first, it simply focused on whether women stayed at the same workplace, and second, continuous service and rest of the career paths were regarded as one due to the unavailability of a titrimetric analysis sample. An analysis of the different career paths should be conducted in the future to identify the numerous career paths of women managers.

3. Policy Recommendations

- Recommendation 1: Support the vitalization of a women managers' network
- Recommendation 2: Encourage women managers to attend leadership training
- Recommendation 3: Share the results of successful female resources utilization with CEOs
- Recommendation 4: Foster a culture to allow married male workers (managers) to practice their paternal rights.

4. Expected Results

- ☐ Achieve an employment rate of 70% by enabling women's career continuation
- ☐ Improve the quality of life and business performance via a work-life balance of male and female managers and enable a virtuous cycle of national development