

Strategy Development to Eliminate the Gender Gap in the Labor Market(Ⅱ): focusing on working place culture

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**Strategy Development to Eliminate the
Gender Gap in the Labor Market(II):
focusing on working place culture**

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I . Introduction

□ Objectives and Significance of the Study

○ Women's labor policy has mostly been regarded as a tool to grow employment and address low-birth issue. Now, this policy should be approached from the perspective of gender-mainstreaming in the overall labor market policy.

- To solve diverse gender gap issues in the labor market on the mid and long-term project, underlying causes of the discrepancy, which have not surfaced yet, should be identified, and fundamental research should be conducted.

- Recent global economic crisis, continued low growth trends, perceptual change in the value of work, and social interest

in the quality of life are widely discussed. Issues related to the culture at work in Korea have been pointed out, and they are requested to change.

- Some of the characteristic and problems of the Korean culture at work have been identified. Yet, their impacts on gender gap in the labor market, including of connection and effect, have not sufficiently been met with empirical studies.
 - It is necessary to empirically find out the relation between the characteristics of the culture at work and gender gap and figure out fundamental causes before coming up with solutions.
- This study is to seek ways to fill the gender gap in the labor market. To this end, it plans to garner basic data and prepare policies to overcome women in vulnerable employment and gender gap.
- This study makes the composition of Korean cultural characteristics at work and evaluates it through an empirical way, analyze the relation between those traits and gender disparity in the labor market, and eventually form a gender equal culture at work and contribute to narrowing the gender gap in the labor market.

□ Research's Contents

- Characteristics of Korean culture at work
 - Review on the objects and scope of this study
 - Review on previous studies and discussion in relation to Korean culture at work
 - Review on the relation between features of culture at work and gender discrimination in the labor market

- Understanding of Korean culture at work and gender-gap reality
 - Understanding of culture at work
 - Extrinsic: Working hours, meetings, company outings, reporting, job order, the human resource management system, work process, and others.
 - Intrinsic: Rank-based culture, request of devotion, informal ways of working, closed networks, etc.
 - Understanding of gender gap reality
 - Work-life Balance: Gender discrepancy in maternity protection policy, flexible working policy, annual leave, and labor hours.
 - HR management: Gender difference and gap in all phases of career development including employment, evaluation, salary, promotion, and educational trainings.
 - Ways of working and culture: Levels of the perception on gender equality of CEO and direct superiors and overall atmosphere of organization.
 - Culture at work and gender gap
 - Empirical study on the policy direction of companies and government, the human resource management system, the relation between corporate work codes and norms as well as gender gap.
 - Analysis on the impact of gender discriminatory culture at work on gender gap in the labor market.
- Uncovering policy tasks for improving culture at work that brings about gender gap in the labor market.
 - Identifying policy tasks to set up gender equal corporate culture and narrow gender gap.

- Figuring out policy tasks that can be used for bettering the policy and project of the existing working culture.

□ Methodology

○ Review on previous studies and literature study

- Review on previous studies on Korea's culture at work.
- Review on previous studies on gender gap between organization culture and the labor market.

○ Secondary data analysis

- Existing source materials are as follows:

Research on Developing Corporate culture Assessment Index to promote Work-Family Balance(Kang et al., 2017), Awareness Survey on Ways of Doing Business at Work and Culture(Ministry of Employment and Labor, 2016).

○ Conducting questionnaire survey

- For effective analysis on culture at work, the research divided large companies whose status in the labor market structure is comparable to each other into four industries – the heavy industry, the distribution, the science and technology, and the finance and insurance- and then conducted questionnaire survey among those working at human resource teams and other employees.
 - Objective: To figure out state of culture at work and gender discrimination and measure what impact this culture gives to this type of segregation
 - Object: A total of 1,800, at minimum, who are HR managers and employees in 120 domestic companies. On average, 15

persons per firm were surveyed.

- Detail: For HR managers, items that can objectively show gender discrimination practices, such as corporate overview, outline of current HR management, including on recruitment, placement, assessment, remuneration and promotion, and general understanding of organizational management. For employees, diverse areas, for example, demographic features, state of jobs, ways of working, working hours, corporate atmosphere, and the level of awareness on gender discrimination
- Holding Advisory meetings including those working for policies and experts in the fields.

II . Survey on State of Korean culture at work and gender gap among HR managers

1. Overview

- The survey looked into corporate overview, ways to manage human resources, state of the balance between work and life, ways of working, and others that can be measured objectively. Those firms which recorded greater sales and hired 300 and more were divided into four industries. In the case of finance and insurance, the staff size was reduced to 100 and more for lack of population. The number of them was 120.

<Table 1> Profiles of companies surveyed

(Unit: number of case, %)

		Number of case	Portion
Total		(120)	100.0
Industry	Heavy industry	(35)	29.2
	Distribution	(30)	25.0
	Science and technology	(30)	25.0
	Finance and insurance	(25)	20.8
Staff size	500 and fewer	(31)	25.8
	500~999	(55)	45.8
	1000 and more	(34)	28.3

2. Results

(1) HR management overview

- In the heavy industry and the science and technology industry, women take up 20% of all staff and assistant managers.
- In the distribution and the finance and insurance industry, women take up more than 50% of all the staff and assistant managers. Yet, they make up with less than half of managers.
- For the past three years, the distribution and the finance and insurance industry witness higher turnover rates among female workers.
- On average, males worked for 10.47 years, while females 7.69.
- For male employees, the heavy industry recorded the longest working years, 13.06, and the biggest gap between men and women.
- For female employees, the finance and insurance industry recorded the longest working years, 11.16, and the gap between men and women was the smallest.

- The rate of the employees who joined unions was 63.01%, and the portion of females was 24.3%.
- The portion of women who partook in unions was the lowest in the heavy industry, 8.2%, and the highest in the finance and insurance industry, 42.3%.
- Unions were ‘Interested in gender equality and actively participate in it, 68.9%.’
- The rate of women’s participation in labor and management council was the lowest in the heavy industry and was the highest in the finance and insurance industry.
- In 2018, labor and management council was held 4.58 times on average, with 6.11 being in the heavy industry and 3.44 being in the science and technology, the fewest.

(2) State of Work-life balance policies

- Flexible work arrangement was most commonly practiced in the distribution industry, 56.7%, and both the autonomous working system and the remote working were relatively well carried out.
- The refreshing vacation was adopted by 50.0% and 72.0% of the distribution and the finance and insurance industry, respectively.
- The leave system that allows of days-off to employees whose children enter the K12 system was most widely accepted by firms that hired 1,000 and more.
- Maternity leave and child-rearing programs were more performed by the finance and insurance industry than by other industries. 72.0%

of the former, higher than the remaining three, currently in the run of the leave system and the medical expense compensation program for those who find it difficult to get pregnant.

- Slightly more men, 11.69, than women, 11.54, use maternity leave.
- The finance and insurance industry saw an average of 23.48 women used parental leave, while an average of 2.57 men did so.
- The finance and insurance industry found both of male employees, 9.71 months, and female ones, 12.67 months, used the longest parental leave.
- Paternal leave by male workers was the longest, 9.20 months, in firms with the employment of 1,000 and more.
- Among those who had planned to come to work but to quit in 2018, females were 1.22, greater in numbers than males, 0.34.
- The heavy industry and the science and technology said ‘Solve staff shortage by themselves,’ while the distribution and the finance and insurance replying ‘Employ replacement.’
- 41.9% of the companies that hired fewer than 500 said ‘Solve staff shortage by themselves,’ whereas 52.7% of the firms that employed 500 to 999 replied ‘Employ replacement.’
- Women spent more of annual leave, 72.18%, than men did, 66.34%.
- Both men and women in the distribution recorded higher rates of annual leave consumption, while those in the finance and insurance showed lower ones.
- Extra working hours were the longest in the heavy industry for males, 6.26, and in the distribution for females, 3.73.

- Extra working hours were the longest for both men and women at businesses whose hiring is 1,000 or more.

(3) State of HR management policies

- Assessment on the ideas of CEOs was greater than 3 out of perfect score of 4.
- The score of 'The importance of female human resource is occasionally stressed' in the heavy industry and the science and technology was 2.97, lower than the average.
- The rate of in-charge persons being designated to organizational culture in the heavy industry and the science and technology was higher than the average, or 70.8%. Yet, the rate of an organization being composed was lower than the average, or 50.8%.
- The finance and insurance industry was the highest in the rate of in-charge persons being designated to organizational culture as well as organization being composed.
- 63.3% of the surveyed companies performed job analysis.
- Only 46.7% of the science and technology industry conducted job analysis.
- An average number of people in HR related committees was 11.12, and females took up 16.5%, or 1.83.
- Female occupation was the highest in the distribution industry with a rate of 23.3%, whereas the finance and insurance industry recorded the lowest, or 11.9%.

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- The portion of female reviewers and interviewers in the distribution and the finance and insurance was higher than the average of the surveyed firms.
 - The portion of female reviewers and interviewers in the heavy industry and the science and technology was lower than the average.
 - 75.8% of the respondents agreed to ‘I will not quit the job but work for longer periods,’ showing their intent of long service years.
 - 40.0% of the respondents agreed to ‘I can work in local places or on fields.’
 - When evaluating staff and assistant managers, the heavy industry and those which hire 1,000 and more put greater value on capability than on achievement.
 - When evaluating managers, the science and technology put the most weight on achievement, while the finance and insurance put growing weight on attitude.
 - In the case of staff and assistant managers in the heavy industry, 86.3% of males received outstanding assessment than females did, 13.7%.
 - In the case of managers in the heavy industry and the science and technology, 92.0% and 80.7% of males, respectively, received better assessment than in other industries.
 - The portion of women promoted to higher positions sharply reduced in the heavy industry and the science and technology, while the share slowed in the distribution and the finance and insurance.

- At the time of staff being promoted to managers, performance was most evaluated, 80.8%, and this was followed by growth potential, 46.7%, and numbers of years spent at the current position, 41.7%.
- The finance and insurance industry put more value onto ‘Peer review or subordinate evaluation,’ 20.0%.
- The heavy industry found the discretion of those in higher positions as well as job attitude relatively high, both of which at 11.4%.
- Ideas of CEOs were important to those firms that employed fewer than 500.
- Items that have priority in promotion process from managers to executives are performance, 75.8%, growth potential, 27.5%, and peer review or subordinate evaluation, 22.5%.
- Critical factors were ‘Personal connection/Human network in and outside of organization’ in the heavy industry and ‘Discretion of those in higher positions’ in the distribution.
- Female participation in training programs ranged 13.6% to 31.9%.
- Overall, smaller numbers of women took part in the training programs in the heavy industry and the science and technology. Regarding leadership training needed for the promotion to executive positions, women in the heavy industry recorded the lowest, 14.4%.

(4) Ways of working and culture

- ‘Replacement Day-off’ was in place in all industries.
- ‘PC-off’ was most well performed in the finance and insurance industry.

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- ‘Checking working hours using corporate ID cards’ was least practiced in the distribution.
 - ‘Working hour reduction’ and ‘Intensive working hours’ were least carried out in the finance and insurance industry.
 - ‘Ban on chat application outside working hours’ and ‘Time management program for employees’ were relatively more conducted in the heavy industry and the distribution.
 - ‘Family Love Day’ was most carried out in the finance and insurance industry.
 - ‘Ban on work order and meetings to be held after 5 PM’, ‘Inclusion of extra working hours as an indicator to be considered in the evaluation of team manager’, ‘Announcement of leaving time’, and ‘Forced power off’ were relatively less conducted in all of the industries than other policies were.
 - 90.0% of the respondents answered in the affirmative to ‘Notice of corporate gathering in advance’ and ‘Voluntary participation to corporate gathering.’ Also, ‘More corporate lunch gathering or cultural event participation’ or ‘Corporate gathering culture improvement’, for example, ‘Corporate gathering 911’, have been in place.
 - Efforts to improve meetings and reporting practice were well under way.
 - ‘Programs for improving gender equality culture’, ‘No permission needed when leaving work’, ‘Simplification of line hierarchy and unification of titles’, and ‘Autonomous desking’ were not well exercised.

- ‘Simplification of line hierarchy and unification of titles’ was actively taken more by the distribution than by others.
- 91.7% and 92.5% of the respondents agreed that recent policy change worked for ‘Eradication of sexual harassment and sexual violence within companies’ and ‘Reinforcement of the balance between work and life.’
- A relatively low rate of 50.8% supported ‘Women representation improvement, for example, encouragement of women to get promoted to executives.’ The rate of contribution to ‘Women representation improvement’ was lower than average in the heavy industry and the finance and insurance industry.
- A perfect support of 100% was given to ‘Helped employees strike a balance between work and life’ in the science and technology and the finance and insurance industry.
- Positive impacts were given ‘Simplification of unnecessary job processes or procedures’, ‘Flexibility of working hours and place’, and ‘Gender-equal organizational culture’ in the distribution industry.
- The finance and insurance valued importantly ‘Employee’s career development’, 84.0%, and ‘Job intensity’, 92.0%.
- The respondents pointed out ‘Campaign for gender equal culture at work’, 60.8%, and ‘Reinforcement of training for improving CEO’s and management’s awareness’ as the most urgent step.
- The heavy industry indicated that ‘Reinforcement of labor supervision’ and ‘Fortification of active employment plan’ were necessary more than others did.

III. Survey on State of Korean culture at work and gender gap among employees

1. Overview

- The survey was performed on 1299 employees, both males and females working at the aforementioned 120 firms. Employees were chosen in proportion of company size, and males and females equally composed the survey. Levels of positions also equally consisted of staff and managers. The survey asked employees about how they felt corporate culture or the level of gender equality.

〈Table 2〉 Profile of Respondents

(Unit: person, %)

		Number of case	Portion
Total		(1,922)	100.0
Industry	Heavy industry	(551)	28.7
	Distribution	(457)	23.8
	Science and technology	(464)	24.1
	Finance and insurance	(450)	23.4
Gender	Male	(1,063)	55.3
	Female	(859)	44.7
Age	20s	(324)	16.9
	30s	(1270)	66.1
	40s	(288)	15.0
	50s and older	(40)	2.1
Education	High school and below	(74)	3.9
	College	(203)	10.6
	University	(1601)	83.3
	Graduate school and above	(44)	2.3
Position	Staff	(646)	33.6
	Assistant manager/ Head staff	(562)	29.2
	Manager	(478)	24.9
	Senior manager	(192)	10.0
	Department head and above	(44)	2.3

2. Results

(1) State of Work-life balance policies

- More than 60% of the respondents said that they would use the institution, if prepared.
- 25.1% of them answered that they did not opt for the flexible work arrangement, even though it was well in place.
- 84.0% and 88.2% of the respondents in the finance and insurance said that their company did not adopt flexible work arrangement and the autonomous working system, respectively. No one was found to have used the program.
- None of them said that remote working was adopted in the heavy industry.
- 91.9% of the respondents said that their company introduced the annual leave division system, which was more adopted than other day-offs and leave plans. Still, 15.7% of the employees in the science and technology said their company did not place the system in place.
- 10.5% said that the automatic parental leave system was in place, and 41.8% agreed to the idea that it was difficult to utilize the system.
- Employees at department head levels tended to better understand the meaning of the adoption of different programs and found it easier to use them. Yet, in fact, it turned out that they made use of it fewer than lower-positioned associates. For example, the first used parental leave for an average of 6.33 months, while the second for 10.93 months.

- 82.9% of the responses said that their company used replacement staff to fill staff shortage, which came after women employees' parental leave that lasted longer than any other leave systems.
- 93.8% and 95.3% of the respondents said that their company adopted working hours reduction during pregnancy and during nurturing period, respectively, and their department solved staff shortage by themselves.
- Male workers used an average of 4.56 months for parental leave, and 66.7% of them said that staff shortage was dealt with by themselves.
- The rates that female employees returning after parental leave to be sent to other jobs than they wanted or did not know at all were 26.5% and 1.8%, respectively. These numbers were higher compared with those of male counterparts, 22.1% and 0%.

(2) State of HR management policies

- 12.7% of the responses replied that women's salaries were smaller than men's, a clear indication that still there was gender pay gap. In particular, 20.4% of the distribution responses and 22.7% of the department-head levels' replies showed that there was a gap between genders.
- Regarding the reason behind the difference, 49.6% said 'Men take more difficult and exhausting jobs than women do,' and 42.6% replied 'Males assume more jobs than females do.' These responses showed that males had a sense of justification with regard to their higher remuneration for harder, more workloads.

- But, 15.2% answered ‘Females are frequently given jobs that are hard to achieve,’ and 2.5% replied ‘No specific reason.’ These responses confirmed that women were worse positioned to perform well for a higher pay, or less paid without a reason.
- Concerning average time needed for promotion, it approximately took around 43.6 month for a new staffer to become an assistant manager; 47.2 for an assistant manager to a manager; 51.5 for a manager to a senior manager; 55.1 for a senior manager to a department head; 24 for a department head to an executive.
- Items that have priority in promotion process from staff to managers are ‘Numbers of years spent at the current position’ and ‘Performance.’ For a manager to become an executive, ‘Personal connection/Human network in and outside of organization’ and ‘Performance’ played important parts.
- For the promotion to an executive, ‘Ideas of CEOs’ were found more important than ‘Discretion of those in higher positions.’
- Things that were considered for staff to be promoted to a manager were different from those for a manager to an executive.
- The most responses were that gender factor was not considered in the process of manager’s promotion. But, still, 37.0% of the respondents said ‘Men are more favored,’ while only 0.7% answered ‘Women are more favored.’
- Concerning women promotion, two reasons were cited; ‘To actively comply with employment correction step’ and ‘To meet female customers’ need.’

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- 44.2% of the women responders said ‘Limits to women’s promotion within their company.’ This showed that they were aware of glass ceiling.
 - Regarding beneficial programs, 10.8% replied ‘Mentoring or coaching,’ and 9.9% answered ‘Leadership training.’
 - The portion of women who attended ‘Leadership training’ was 6.1%, lower than half of that of men, 13.1%. The rate of females who did not registered with it was 66.6%, slightly higher than males, 54.5%.
 - Respondents, both men and women, at rates of 0.5% to 5.9% said that they experienced discrimination.
 - When it comes to segregation, they cited the followings as reasons: ‘Conservative and rigid organizational culture’, ‘Division of jobs according gender’, ‘Those in higher positions do not prefer certain gender’, and ‘Practices or atmosphere that gives a better evaluation to a gender over the other.’
 - Only 15.2% of the respondents had a mentor, and the average number of mentor was about 1.3 persons. 79.5% of mentors were males.
 - 47.1% of female respondents said that they had women mentors, which is higher than the rate of male mentees having female mentors. This implies that female superiors play bigger roles to women subordinates than male counterparts do.

(3) Ways of working and culture

- Gender inequality within an organization, to be specific, discrimination against women, was identified. Females saw the inequality in a more problematic way than males did.
- Regarding the question that asked the most unequal case, 60.3% of the respondents said in the affirmative to ‘More men than women are placed to critical jobs or positions.’ Average of women’s response was 2.78, implying that they agreed to it. This revealed that both male and female employees found glass ceiling within their organization, with women more clearly recognizing it than men.
- Average of women’s response was higher than 2.70 in the following questions: 62.0% said ‘The number of women who worked for years are not a few, but few of them are higher-positioned than I am’; 60.0%, ‘Women are more slowly promoted than men are, even though their experience and capability are comparable to each other’; 63.1%, ‘It is hard to find female employees at certain age groups or above within the company’; 57.0%, ‘Men are preferred in recruitment process when the qualifications of men and women candidates are similar’; 55.9%, ‘The jobs and opportunities that can be critical to one’s career path are frequently given to males’; 55.8%, ‘The wage of a male whose jobs and position is different from that of a female.’
- These questions uncovered that females were undervalued in terms of their ability and performance and were faced with situations they could not bring in achievement, even if they wanted to. Males also consistently agreed to this condition. In other words, respondents

reconfirmed that gender equality within organization was very low, and they were effectively placed in gender unequal circumstances.

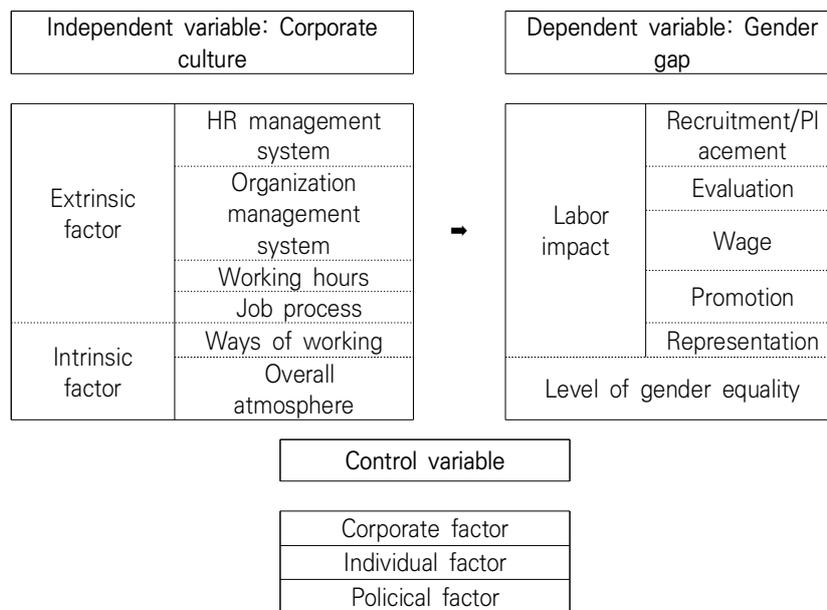
- When looking into positions by gender, gender equality issues come drastically evident. The respondents whose positions were senior manager and department head replied that their organization was gender equal more than others in different positions did. In particular, male senior manager and department head tended to think their organization was more gender equal than others.
- Female senior manager and department head agreed to 'Men are preferred in recruitment process when the qualifications of men and women candidates are similar,' with 2.74 points. They also said 'There is implicitly predetermined recruitment ratios between genders as the point of 2.64 indicated. This point was 2.51 in the case of their male counterparts.
- The point of 2.64 was given to 'The jobs and opportunities that can be critical to one's career path are frequently given to males.' This point was 2.51 in the case of senior manager and department head.
- The point of 2.76 was given to 'Women are more slowly promoted than men are, even though their experience and capability are comparable to each other.' This point was 2.55 in the case of senior manager and department head.
- Responses of staff through managers saw gender inequality more seriously than those of senior managers to department head did. Among them, female staff through managers found it still more pressing.

- Concerning ‘Female employees mostly prepare for or support meetings with clients or customers,’ the point of 2.62 and 2.46 were given by female staff to manager and male staff to manager, respectively.
- To the question, ‘More men than women are placed to critical jobs or positions,’ the point of 2.78 and 2.65 were given by female staff to manager and male staff to manager, respectively.
- With regard to ‘Women themselves have to be cautious not to be a victim of sexual harassment and violence,’ the point of 2.63 and 2.53 were given by female staff to manager and male staff to manager, respectively.
- Responses revealed that there was a perception that men were devotional and receptive to jobs, while women being passive and rejective.
- 59.8% of the respondents agreed to ‘Females in higher positions work much more than their male counterparts do.’ This uncovered that women found it hard to get promoted.
- Overall idea was positive to the reduction of weekly working hours to 52.
- Regarding policies for spreading gender-equal corporate culture, changes in perception among higher-positioned employees is most needed.
- They were generally satisfied with their company and living quality.

IV. Analysis on corporate culture's impact on gender gap

1. Overview

- In order to explore the impact that independent variable Corporate culture has on dependent variable Gender gap by using the data surveyed on HR managers and employees, this study performed analysis in combination of the two data sets.



〈Figure 1〉 Analysis model

- The values of each dependent variable were all in consecutive numbers, so Multi-Linear Regression was performed. Results were released according to industry.

2. Results

(1) Heavy industry

- AA was positive to the gender equality and representation of evaluation.
- Family friendly certificate was positive to the gender equality in recruitment, promotion and representation
- Vision or value management was positive to recruitment, gender equality in promotion, and the rate of women managers.
- Organization culture department was negative to the gender equality in recruitment and the rate of women managers but was positive to the gender equality in placement and promotion and the rate of women executives.
- CEOs were positive to the gender equality in recruitment and the rate of women managers but negative to the gender equality in promotion.
- Female recruitment interviewers were very positive to the gender equality in recruitment and placement.
- Rates of female HR staff were positive to the gender equality in promotion and the rate of female managers.
- Rates of female in core departments were positive to the gender equality in evaluation and representation.
- BSC was positive to evaluation, gender equality in promotion and the rate of female executives.

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- Working hours reduction was positive to the gender equality in evaluation and representation.
 - Policies to improve corporate culture at work business were generally negative.
 - CEOs were very positive to the gender equality in placement, evaluation and promotion, the rate of women executives, and the gender equality in organization.
 - Ways of working were positive to the gender equality in evaluation and the rate of women managers.
 - More gender-equal employment conditions were positive to employment and placement.

(2) the distribution industry

- AA was positive to the rate of female executives and levels of organization's gender equality but negative to the gender equality in placement.
- Family friendly certificate was positive to the gender equality in recruitment and the rate of female executive.
- Organization culture department was positive to the gender equality in recruitment and the rate of women managers.
- CEOs were positive to the gender equality in recruitment, promotion and representation.
- Rates of female in the recruitment procedure were positive to the gender equality in recruitment.

- Rates of female in core departments were positive to the gender equality in evaluation but was negative to female executives.
- BSC adoption was positive to the rate of female executives.
- Higher rates of women's participation in mentoring program was positive to the gender equality in evaluation, promotion and representation.
- Working hours reduction was positive to the gender equality in representation.
- Improvement of corporate culture at work was generally positive to the gender equality in promotion.
- Ideas of CEOs were positive to the rate of female managers and the level of gender equality within an organization.
- Ideas of those who are direct superiors were positive to the level of gender equality within an organization.
- More rational ways of working were positive to the gender equality in placement but negative to the gender equality in representation.
- More gender-equal organizational atmosphere was positive to the gender equality in recruitment and representation.

(3) the Science and technology industry

- AA was positive to the gender equality and the rate of female executives.
- Family friendly certificate was positive to the gender equality in

recruitment, evaluation and promotion as well as the rate of female managers.

- Organization culture-designated department was positive to the gender equality in recruitment and the rate of female managers.
- CEOs were positive to the gender equality in placement, the rate of female executives, and the level of gender equality within an organization.
- Rates of female in the recruitment procedure were positive to the gender equality in recruitment and placement.
- Rates of female in core departments were positive to the gender equality in representation.
- Policies to improve corporate culture at work were positive to the rate of female executives and the level of gender equality within an organization.
- Ideas of CEOs were positive to the gender equality in placement, evaluation and promotion and the level of gender equality within an organization.
- More gender-equal organizational atmosphere was positive to the gender equality in recruitment, placement and representation.

(4) the Finance and insurance industry

- AA was positive to the gender equality in recruitment but was negative to the gender equality in placement.

- Family friendly certificate was positive to the gender equality in promotion and representation and the level of gender equality within an organization but was negative to the gender equality in placement.
- More inclusion of gender diversity into corporate vision was positive to the gender equality in recruitment and promotion and the rate of women managers.
- Organizational culture-designated department was positive to the rate of female executives but was negative to the gender equality in placement and promotion and the rate of female managers.
- Employee representation organization was positive to the gender equality in promotion and the rate of female managers.
- Higher rates of female in the recruitment procedure were positive to the gender equality in recruitment.
- Higher rates of female in core departments were positive to the rate of female executives.
- More policies to improve corporate culture at work were positive to the rate of female executives and the level of gender equality within an organization.
- Ideas of CEOs were positive to the gender equality in recruitment, placement and promotion and the level of gender equality within an organization.
- More gender-equal organizational atmosphere was positive to the gender equality in evaluation.

V. Conclusion: Policy proposal

1. Implication

- Policies, including Affirmative Action and family friendly certificate system, were confirmed working effectively in large companies.
- Those firms of which the revenue was relatively big have made efforts to adopt and act on government institutions, including working hours reduction, the balance between work and life, and improvement on ways of working. But, they had not been internalized yet.
- Women did not have many chances in which they could make good performance as men did. The number of women employees got smaller as positions got higher, and HR practices working on gender stereotype were in place. Though surveyed companies deemed decent by the public, they were not gender equal.
- The share of female employees in the heavy industry and the science and technology was small, and both industries showed similar traits. That of the distribution and the finance and insurance was big, both of which also exhibited similar characteristics. Policy proposal should be made in consideration of them.
- Ideas of CEOs were most critical to enhance the level of gender equality within an organization and remove gender stereotype in HR management.
- Portion of females in decision making positions should be increased.
- Awareness on gender equality varied according to position, and this displayed complex issues of generational conflict as well as gender conflict within an organization.

- Building a gender equal corporate culture starts by management's and individual employees' acknowledgement that there are gender gap and gender discriminatory in HR management as well as in perception. Thus, companies should include and act on gender equality, gender diversity indicator, and the fair HR management system into corporate management guidelines. Management and employees should be able to increase gender sensitivity and D&I level.

2. Policy initiatives

- Corporate culture improvement consultation reinforcement
- Integration into organizational culture consultation and creation
 - It is necessary to make corporate culture improvement, an ultimate goal, more acceptably accessible through the integration of corporate culture improvement with the consultation for striking a balance between work and life. Organizational, or corporate culture consultation is to support a process that establishes a good culture for both men and women employees. The consultation can be comprised of the diagnosis of corporate culture, job process improvement, gender discriminatory HR revision and other organizational management systems. In addition, it may include programs that change corporate support and atmosphere in better ways.
- Consultation support for higher gender equality awareness
 - For males' higher gender equality awareness, they should be made to understand how gender discrimination unfolds and what changes are needed to the Korean society.

- It is recommended to refer to and utilize Men Advocating Real Change, or MARC, which was designed by Catalyst, a US non-profit organization working for gender equality in the US labor market. This program, under the banner of Man as Allies, makes males belong to minority groups and understand the segregation and benefit that they have yet to recognize.
- Concrete consultation on wage gap for filling gender pay difference
 - It is important to support not only for enhancing the soundness of an organization but for realizing equal wage for equal labor. Also, it is critical to remove wage gap in the labor market by building the fair wage system and others. Supports that help such perception to take root should also be provided.
 - It is necessary to adopt job evaluation for securing the transparency and fairness of the wage structure to eliminate gender pay gap.
- Practical tasks for companies to build a gender equal corporate culture
- Improving ways of working
 - Together with ways of working, improving working conditions and environment is much more important. It is anticipated that the level of corporate gender equality can be increased by spreading exemplary cases of corporation which changed its ways of working in a better way.
- Managing gender diversity indicator
 - Development and utilization of gender equality KPI

- Inclusion of diversity into higher positioned managers' performance indicators.
- Reinforcing the fairness of evaluation and promotion
 - It is very vital to substantiate the gender equality in placement, wage, representation and others for determining how fairly and rationally assessment and promotion policies are in place. For an industry where the rate of women employees is high, securing the fairness in evaluation and promotion will not only reduce gender gap but also leave positive impact on their ways of working and culture.
- Adopting Affirmative Action
 - Affirmative Action is worth reviewing as a way that induces the removal of gender gap through temporary measures when deep rooted problems have not allowed solutions to be put forth for long. Aggressive steps, including women employment plan, are needed if women's entry itself is very small. For the industry where women's entry is many but sharply dwindles with positions being promoted, active measures at the time of placement or promotion are in need.
- Enhancing the effectiveness of organization culture designated department
 - It is the role and function that a designated team plays that makes very different effects. Existence of it itself does not produce diverse impacts. Such a team at companies with good corporate culture served diversified roles and gave influence. In the beginning, a designate team may assume certain roles. But, in the

end, a company has to internalize its corporate culture throughout itself.

□ Expansion of diversity and inclusion (D&I)

○ Reinforcement of D&I education

- Gender and generation can be said to be sitting in the center of diversity issue in Korea. Regarding the diagnosis or improvement of organizational culture, not only generational conflict but also gender conflict should gain attention.
- As sexual harassment prevention education is mandatory, it is possible for it to include the education into the D&I. In particular, it is very critical for those in manager positions and CEOs to partake in it.

○ Adoption of Small Wins Approach for changing corporate culture

- Team unit approach comes handy for improving and spreading a culture if a team belongs to a large company. Small Wins Approach, a model designed to reduce the negative impact of a stereotype prejudice on females, can make specific, feasible actions of an individual team bring in changes to its organization as a whole. Through this, the approach can address prejudice within an organization in the short term and narrow gender gap in the long term.

○ Identification and spreading of gender-diverse companies' exemplary cases

- It is needed to uncover good practices of the firms that pursued gender diversity policies so that other companies can refer to

them. The case of Bosch, a German business, demonstrates how it is important to make managers change and perform. In addition, Sodexo, a French food company, is an example that displays the direct impact of gender diversity policy on corporate outcomes.

□ Ways to improve existing policies

○ Affirmative Action

- It is required to make it to be checked later on how much the release of male and female employees' wage information was influential to addressing gender pay gap.
- It is proposed that the rate of female executives be included in the document of first phase submission, as is the case with corporate disclosure report.

○ Gender-equal inclusive growth promotion policy

- In March, the Ministry of Gender Equality and Family signed on to a partnership for gender balanced inclusive growth with 10 economic organizations. It is necessary to come up with effective programs so that major companies understand the issue of gender equality and act on it, even if they cannot make big effects right away.

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