

# Korea Labor Institute ANNUAL REPORT 2011







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## Research Projects in 2011

KOREA LABOR INSTITUTE

- 1. Labor Market and Social Policy
  - 2. Human Capital
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KLI Annual Report 2011

## 1. Labor Market and Social Policy

- Employment-Oriented Welfare Strategies
- Economic Policies to Improve the Job Creation Effect of Growth
- . Study on the Working Conditions of Care Service Sector
- Marriage Migrant Families and Labor Market Integration
- Compatibility Between Labor Market Structure and the Social Security System
- Changes and Determinants of Income, Spending, and Savings of Working Households

## **Employment-Oriented Welfare Strategies**

Jai-Joon Hur et al.

he academic, policy, and political debates and events taking place around the issue of welfare since late 2010 appear to be calling for a shift away from the government's conventional approach and decision-making. Put more straightforwardly, there is a strong need for Korea's welfare paradigm to respond to qualitative changes away from the existing framework.

The Korean market has not been able to achieve a virtuous cycle of growth-jobsdistribution since the 1997 financial crisis. And lessons from the global economy in the past 30 years also foretell that such a virtuous cycle by the market is not likely to take place for the time being. Then will it be possible for the government to create a growthjobs-distribution virtuous cycle by actively building a new welfare paradigm? In their analysis of European countries, Iversen and

Wren (1998) point out that in today's slowgrowing service economy, we need to make certain choices because it will not be possible to achieve fiscal stability, distributional equity, and job growth all at the same time. Is such an assumption applicable to Korea as well? These questions should be answered in consideration of the issues of welfare raised today as well as the welfare strategy that is right for the Korean government.

If such questions are necessary to define the direction of welfare strategy and perspective, there is still the need to streamline a number of welfare service areas in order to upgrade existing services and to enable work-life balance. It is under these two lines of thinking that this study aims to define the direction of welfare policies, summarize the issues related to welfare services, and help set the stage for better work-life balance.

Chapter 1. Introduction

Chapter 2. Transition to an Employment-Oriented Livelihood-Guaranteeing State

Chapter 3. Active Post-Retirement Security

Chapter 4. Women, Children, and Family Welfare Policies to Promote Women's Employment

Chapter 5. Non-Regular Workers' Issues and Filling in the Social Insurance Loopholes

Chapter 6. Basic Livelihood Guarantee and Employment-Oriented Welfare

Chapter 7. Social Service Job Programs and Streamlining Social Services

Chapter 8. Challenges to Enable Employment-Oriented Welfare Strategy

References

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## **Economic Policies to Improve the** Job Creation Effect of Growth

Jae-ho Keum et al.

his study discusses the economic policies that can maximize employment under the given rate of economic growth in Korea: in other words, policies that can lead to "job-friendly growth." Korea's economy has a lower job creation effect than other countries, and it continues to decrease, as seen through timeseries analysis. Thus, it is crucial at this juncture to identify factors that depress the job creation effect and policies that can help reverse the trend.

This study first observes the gravity of the current employment problems by reviewing the overall employment situation and policies in Korea, emphasizing that job-friendly economic policies are required to address these problems. It then analyzes the job creation effect of economic policies from three dimensions (fiscal, tax, and financial) and re-

views policies that can enhance employment. Chapter 3 defines "employment-friendly fiscal policy" and its direction. Chapter 4 assesses the job creation effect of the current income tax regime, using the partial equilibrium model, and analyzes how it should be improved to promote job creation. Chapter 5 presents the empirical study on the direction of the job-friendly interest rate policy.

Chapters 6 and 7 deal with employment from the industry perspective. The prevalent view today is that the service industry will be the breakthrough sector for job creation, as manufacturing seems to have run its course. Chapter 6 discusses the policy direction that can help the service industry's job creation from an overall perspective, rather than assessing the job creation potential of individual industries. Chapter 7 analyzes how service off-shoring affects job creation.

Chapter 1. Introduction

**Chapter 2.** Employment in Korea: Are There Solutions?

Chapter 3. Employment-Friendly Fiscal Policy

Chapter 4. Improvement of the Income Tax Regime to Enhance the Job Creation Effect

Chapter 5. Employment-Friendly Interest Rate Policy

Chapter 6. Industry Policies for Job Creation

Chapter 7. Impact of Service Off-Shoring on Employment

Chapter 8. Conclusions and Policy Tasks

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## Study on the Working Conditions of Care Service Sector

Jayoung Yoon et al.

he social service sector is receiving much attention lately as the sector with considerable potential for job creation, and one that is likely to fulfill the rising demand for growth and welfare. But care work, marked by low wages, low productivity, and job insecurity, currently illustrates its limitations as the source of "sustainable jobs." As the number of jobs in care work grows, the challenge today is how to establish care work as the source of decent jobs. Ensuring an adequate social compensation scheme and social protection for care work is a prerequisite to generating secure and sustainable care work and to guaranteeing the quality of individual workers' lives. The example of Western industrialized nations where the exacerbating working conditions in care work have led to a shortage of manpower and a crisis in the care sector implies that defining the right social status for care work is an important policy task in today's socio-economic circumstances of low birthrates and aging populations and under the macro trend of building a welfare state. This study, under the assumption that care work must be decent work to ensure that these jobs continue to be generated in a secure and sustainable manner, analyzes their working conditions and presents policy implications. Its topics are as follows. First, this study analyzes the status and changes in working conditions of care work in general. Second, it provides an international comparison of working conditions and wage determination of care work. Third, it provides analysis of working conditions in the informal care sector and tries to propose legal improvements to formalize the sector. Fourth, it assesses the status and issues of the formal care sector, with a focus on care workers for the elderly, who are beneficiaries of Long-Term Care Insurance, the leading example of a formal form of social care.

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Chapter 2. Care Workers in the Korean Labor Market

Chapter 3. International Comparison of Working Conditions in Care Service Sector

Chapter 4. Working Conditions of Informal Domestic Workers and Policy Directions

Chapter 5. Working Conditions of and Policy Directions for Formal Care Workers for the elderly:

With a Focus on the Long-term Care Insurance of Korea and Japan

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Appendix. Status Survey Questionnaire

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## Marriage Migrant Families and **Labor Market Integration**

Kyu-Yong Lee et al.

ith the continuous increase in international marriage, the multicultural family has emerged as a major family type in our society. As of October 2010, there were 140,063 foreign national marriage migrants in Korea. The integration of migrants has usually been discussed in the context of social integration from the social and cultural perspective, but integration in the labor market has much more importance in the mid- to long term. The experiences of other countries tell us that migrants generally have less accumulated human capital than their host-country nationals. It is therefore more likely that they will be socially vulnerable-a trait that is unfortunately passed on from one generation to the next-and this will lead to increased social costs. Many marriage migrant families in Korea face economic difficulties due to low incomes and weak employability, and such economic difficulties will most likely increase because of the wide age difference

between women marriage migrants and their Korean husbands.

This study addresses the integration of marriage migrant families into the labor market by looking beyond the individual marriage migrant and analyzing the overall status of their families in terms of economic activity, income, and other aspects of labor supply. This study is significant as a basic study for the exploration of policy directions from both the short-term perspective of improving institutions to establish a foundation for economic self-reliance in marriage migrant families and the mid- to long-term perspective of integrating these families and their future generations into the labor market.

This study is unique in that it explores policies for the integration of migrant families into the labor market through a categorization of marriage migrant families into rural, small-city, and large-city type families, and through the examination of case studies on the situation of each group based on the analysis of such labor market elements as employment, income, and labor supply.

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Chapter 6. Conclusion: Challenges for Integrating Marriage Migrants into the Labor Market

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## **Compatibility Between Labor Market** Structure and the Social Security System

Jiyeun Chang et al.

his study addresses a number of basic issues under the assumption that progress toward a secure welfare state requires that issues of the labor market and social security scheme be dealt with together. First, "flexicurity" is discussed in great detail, because although it is the best-known concept representing the belief that welfare and labor must be aligned with each other, its ultimate goal is often distorted in actual policies. Second, social insurance is scrutinized from its introduction into Korea and its evolution thereafter under the awareness that although it has been transplanted from the West, there is insufficient understanding of the essence of the Western system. Third, the unemployment

benefit schemes of different countries are compared, as unemployment benefits are the most specific intersection between welfare and employment. Fourth, the creation of low-wage work is studied because it illustrates well the correlation with social security—it is a problem that not only should be addressed by social security but that also is increased exposing the weaknesses of social security. Fifth, this study reviews the large presence of small-scale self-employment, often noted as the element that would be most challenging to include under the state welfare umbrella. Sixth, the last chapter of this study raises the issue that a new perspective is required at the very basic level if welfare and labor are to be addressed as one.

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Chapter 2. Compatibility Between Labor and Welfare: With a Focus on Flexicurity

Chapter 3. Establishing the Income Guarantee Scheme through Social Insurance: with Focus on the UK, Germany and Sweden

Chapter 4. Correlation Between Diversity in Unemployment Benefit Types and Welfare System

Chapter 5. Creation of Low-Wage Work: International Comparison of the Hospital Industry

Chapter 6. Small-scale Self-employment: Conversion into Wage Work and Labor Market Outcomes

Chapter 7. Reconstructing the Welfare Discourse

Chapter 8. Summary and Conclusions

Appendix. Development of the Welfare State and Labor in Korea

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# Changes and Determinants of Income, Spending, and Savings of Working Households

Seung-Yeol Yee

he personal savings rate, as identified through the National Account, stood at 19.1% in 1991 but plummeted to 5.0% as of 2010. Prior studies point to various possible causes, such as an aging population and expanding public pension; among these is the slowing growth of household disposable income.

Savings are what is left after spending from the household earned income. Any labor market shock to income will affect consumption and, consequently, savings. It is also possible that spending does not respond too quickly to such shocks, as there are minimum living expenses that the household requires. If there are household factors that can smooth spending, they will reduce the impact of changing income on spending. If not, changing income will have a relatively large impact on spending.

This study reviews whether there is volatility in working households' income in the 2000s (following the Asian financial crisis)

and whether such volatility is similarly seen in spending and savings. It uses data from the Korea Labor and Income Panel Study (KLIPS) and looks at male workers aged 30 to 54 who are the head of a household.

Income volatility is estimated by calculating the arc percentage of the difference between 2 years (between year t and (t+1), year t and (t+2)). The standard deviation of the percentage is used as the volatility indicator. The analysis period is 1998–2007, which unfortunately excludes the 2008 global financial crisis and its impact on Korea's labor market. Income is the average monthly income of the head of the household and the total household income (earned, non-earned). Income is converted to real factors using the household spending deflator.

First, income volatility of the head of the household is found to have decreased between 1998 and 2007. But it was also seen to have temporarily increased in the early and mid-2000s. Volatility of total household income is

seen to have steadily declined.

Along with income volatility, spending volatility is also seen to be declining. But again, it was seen to slightly increase during the period 2005–2007. Savings volatility is found to have steadily declined. The average rate of change in savings is also steadily decreasing, indirectly showing the decreasing household savings rate.

When employment status changes from regular to non-regular, non-wage, or unemployed, volatility of earned income is seen to increase. Similar patterns are observed in total household income, probably because in the case of Korea the head of household is primarily responsible for the family livelihood. Volatility of household spending is seen to relatively increase, but not by much. Household savings exhibit greater volatility when employment status changes to unemployed.

Conversely, when employment status changes from non-regular to regular, the difference in volatility (compared with continuation of non-regular status) is found to be minimal. As the observation period is only 2 years, this may be because the response was phased out if the conversion to regular status, rather than being a sudden shock, followed some preparation.

To identify the link that causes employment volatility to affect income volatility, followed by volatility in spending and savings, this study attempts to determine whether employment status or changes in economically activity status serve as determinants in the actual spending and savings amount. Regression analysis is performed on the first difference method using actual spending and savings as dependent variables, and household information, employment status of the head of the household, and economically active status as explanatory variables. The results show that changes in the head of household's employment status or economically active status affects the spending and savings amounts. Spending is found to be especially susceptible to total earned income and to decline with ongoing self-employment or unemployed status.

A number of policy implications can be drawn from the conclusions of this study. First, because securing earned income regardless of changes in employment status is important to ensuring stability in household spending and savings, the social safety net, the mechanism to socially mitigate shocks to individuals and households, should be made to function smoothly. Second, the recent rise in non-living expenditure appears to be related to social insurance; as argued in prior studies and ascertained through statistics, there must be some policy consideration to ensure that social insurance contributions do not put too much pressure on households. Third, income, spending, and debt volatility is seen to increase in the 50–54 age group, suggesting that retirement age extension or phasing would be necessary to postpone retirement of the baby boomers and secure their economic activity.

Chapter 1. Introduction

Chapter 2. Theoretic and Empirical Discussion on the Determination of Household Income, Spending, and Savings

Chapter 3. Changes in Working Households' Income

Chapter 4. Changes in Working Households' Spending and Savings

Chapter 5. Determinants of Changes in Working Households' Spending and Savings

Chapter 6. Conclusion

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Appendix. Statistics

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## 2. Human Capital

- Study on the Fixed-Term Contractual Labor Market
- The Aging Population and Wage Structure Innovation
- Changes in the Job Structure and Job Mobility in Korea

## Study on the Fixed-Term **Contractual Labor Market**

Jaeryang Nam et al.

on-standard work is a key issue in Korean society, but because the concept of non-standard work encompasses a wide variety of types of work, the significance of the results of analysis of non-standard work is somewhat unclear. Problems sometimes arise when varied and heterogeneous types of work are tied into the single framework of nonstandard work. This may explain why discussions in Korea on non-standard work are often wearying and non-productive.

Recognizing the limitations of such previous discussions, this study focuses solely on fixed-term contractual labor—the largest and most central segment of non-standard work—in its analysis of the labor market, and seeks to identify and uncover important facts that were previously not discovered. These new facts could then be a starting point for future discussions on the fixedterm contractual labor market.

This study also engages in a comparative analysis of the fixed-term contractual labor markets in Korea and in the major countries of the world. It is extremely important to Examine whether key characteristics of fixed-term contractual work in these major countries are also observed in the Korean market and to identify characteristics of fixed-term contractual labor that are unique to Korea, for such analysis will enable new recommendations for a more efficient fixedterm contractual labor market in Korea.

Chapter 1. Introduction

Chapter 2. Fixed-Term Worker Labor Market: Overview and Main Features

Chapter 3. Analysis of the Employment Effect of the Fixed-Term Workers Protection Law

Chapter 4. Human Resource Management of Fixed-Term Workers at the Firm Level

Chapter 5. Legislative Cases and Policy Directions on Fixed-Term Workers in Major Countries

Chapter 6. Conclusions

References

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## The Aging Population and **Wage Structure Innovation**

Jin-Ho Jeong et al.

he dominant view in Korea today is that job security policies for the semi-elderly will not be effective unless the wage structure becomes more flexible. To understand how the wage structure should be modified so as to enhance job security for the semi-elderly, this study analyzes, through nationwide surveys and case studies of business entities, how seniority and wage structure rigidity affect employment of the semi-elderly. The main results can be summarized as follows.

Despite the government's push to increase the retirement age to 60, aging of the workforce and the burden of labor costs resulting from the strong seniority wage are deterring continuous employment of the elderly. In other words, the stronger the seniority wage,

the lower the retirement age and the longer the employment period after the retirement age. Given the low prevalence of the continuous employment program today, policy measures should be taken to weaken the seniority-linked wage before the statutory retirement age can be increased. In addition, given the slightly negative impact of the annual salary scheme on elderly employment, the wage peak scheme (adjusting the wage curve) should be adopted, and the wage structure should be fundamentally revised to strengthen the link between job value/ productivity and wage. This study also uses surveys and in-depth interviews to highlight the importance of modifying the senioritylinked wage structure to enhance job security for elderly workers.

Chapter 1. Introduction

Chapter 2. Elderly Employment and Wage

Chapter 3. Survey Report on Human Resources Management of the Elderly Workforce

Chapter 4. Seniority-Linked Wage: Its Impact on Retirement Age / Continuous Employment

Chapter 5. Performance-Based Wage: Its Impact on Elderly Employment

Chapter 6. Case Study: Wage/Retirement Scheme for the Elderly Workforce

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## Changes in the Job Structure and Job Mobility in Korea

Hanam Phang et al.

ob structure in Korea is believed to have undergone continuous changes, both quantitative and qualitative, from 1980 to 2010 as the national economy grew at a breakneck speed and its industries continued to evolve. There probably were many changes between generations in terms of the expectations and values in individuals' job choices. Against this backdrop, understanding what affects individuals' job choices and how the patterns and paths are determined and altered over a person's lifetime career would provide important basic data for job training and workforce supply and demand policies in the twenty-first century.

This study reviews how Korea's job structure has changed in the past 30 years and analyzes how the patterns and paths of individuals' job mobility have been determined and altered in the past 10 years. It also tracks the temporal and intergenerational changes in individuals' job preferences and job choices.

Although there have been analyses of the overall trends in job structure in the same period, such as changes in employment composition by occupation, there has been little in-depth exploration of the long-term changes and patterns. The standard occupation codes have been modified in the past 30 years to accommodate the growing number of jobs, but very few studies analyze the long-term changes in the job structure while accounting for such revision in the classification codes. This study is thus expected to fill that void.

"Structure" in this study is basically defined as "compositional change" and "change in the internal-external homogeneity and heterogeneity." Specifically, compositional change indicates differences in the demographic features of the holders of a specific job and in the outcome of being employed in that job (financial compensation and social status). Changes in the internal-external homogeneity and heterogeneity indicate the changes in variation within and between job groups. Such changes can be seen as representative of the changes in the industrial and occupational structures and in the workforce supply and demand.

This study analyzes data and structures as follows, with regard to the following three topics on the changes in job structure, job mobility, and job choice standards.

In Chapter 2, "Trends in the Characteristics of and Changes in the Job Structure of Korea" (Ki-Hun Kim), compositional changes are reviewed both vertically and horizontally. Changes in the composition and internal-external homogeneity and heterogeneity are reviewed along the vertical dimension, with a focus on individuals' education level and income, and along the horizontal dimension, with a focus on the gender ratio, median age, and the percentage of wage workers. In order to analyze the long-term changes in the job structure in Korea in the 30 years between 1980 and 2010, this study uses raw data from the Economically Active Population Survey and Work Status Survey by Employment Type (or Basic Statistical Survey of Wage Structure for 1992–2007, Wage Status Survey by Occupation for 1980-1991).

The second topic of this study is how the patterns of job mobility have been formed in Korea and how the job mobility affects the labor market outcomes. Chapter 3, "Labor Market Changes and Job Mobility in Korea"

(Hanam Phang, In-Cheol Shin), reviews the patterns and rates of individuals' job mobility in the past decade and their impact on labor market performance, such as wages, using data from the Korea Labor and Income Panel Study (KLIPS) between 1998 and 2008.

Job mobility can be divided into structural mobility, resulting from external factors such as changes in the industrial structure, and exchange mobility, resulting from individuals' choices and decisions. In the latter case, it is likely that personal job values and preferences are important factors, as they are the result of the individual's choices and decisions. Along this line, the third topic is "What are the changing trends in individuals' job values and preferences between generations, and what is important to today's generation?" Chapter 4, "Job Preference and Job Choice" (Hanam Phang, Ki-Hun Kim), analyzes the changing trends in job preferences across generations. In particular, this chapter describes and discusses job preferences and choices of Korea's university students as understood through recent focusgroup interviews, and compares the outcome with that of the 2005 focus-group interviews of Korean and Japanese university students.

Last, Chapter 5, "Summary and Conclusions" sums up the study on each topic (Korea's job structure, job mobility, job choice), and concludes by presenting the implications for labor and social policies as well as future research topics.

Chapter 1. Introduction

Chapter 2. Trends in the Characteristics and Changes in the Job Structure of Korea

Chapter 3. Labor Market Changes and Job Mobility in Korea

Chapter 4. Job Preference and Job Choice

Chapter 5. Summary and Conclusions

References

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3

#### KLI Annual Report 2011

### 3. Industrial Relations and Workplace Innovation

- Study on Models for Workplace Innovation in the Service Industry
- Study on Measures for More Active Conciliation in Individual Labor Disputes
- The Social Enterprise and Human Resource Strategies
- Development of the Collective Bargaining Cost Estimation Model and Empirical Analysis
- Long Working Hours and Reduction in Working Hours

## Study on Models for Workplace Innovation in the Service Industry

Seong-Jae Cho et al.

he continuous decline in the ratio of employment by the manufacturing sector stands in stark contrast to the expansion of labor in the service sector, but the study of labor in the service sector remains stagnant. Models on workplace innovation such as the Toyota Production System or self-directed work teams have been developed for studies on manufacturing, whereas little light has been shed on models for workplace innovation in the service sector and how such models can be evaluated and spread as best practices. With this as a starting point, this study seeks to engage in exploratory research on what models of innovation are available for service sector workplaces, how innovation is possible, and what the effects of such innovation would be.

To this end, this study connects Korea Labor Institute's Workplace Panel Survey data from 2007, 2009, and 2010 to better

understand the context of innovation in the service sector; examines Korean and foreign examples of innovative work systems and work processes in industry groups such as retail services (distribution industry), janitorial services, hotels, and hospitals; and, finally, formalizes several models of innovation for the service sector. It is expected that a logically compatible innovation model can be constructed through this combination of statistical analysis and case studies from the perspective of international comparisons.

This study will provide insight into the differences and commonalities that exist between manufacturing and service as discussions on workplace innovation that have developed so far in the realm of manufacturing are expanded into the service sector. And this study will have implications for the policy efforts that are required in order to increase the quality and quantity of labor in the service sector.

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Chapter 3. Statistical Approach to the Innovation Model for the Service Industry

Chapter 4. Workplace Innovation at Hospitals: With a Focus on Nurses

Chapter 5. Workplace Innovation in the Hotel Industry

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Chapter 7. Conclusions

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## Study on Measures for More Active **Conciliation in Individual Labor Disputes**

Hoon Kim et al.

hanges to the employment environment have led to a diversification of and an increase in the number of individual labor disputes. The National Labor Relations Commission (NLRC) plays an integral role in resolving individual labor disputes in Korea, and the number of Commission rulings rose rapidly between 2000 and 2009, from 5,316 to 10,714. Individual labor disputes related to overdue wages or to violations of the minimum wage regulations are resolved through corrective orders or prosecution by labor commissioners at Ministry of Employment and Labor regional labor offices, and in 2009 alone over 270,000 cases were handled by the commissioners. For this NLRC centered labor dispute resolution system to function properly, fairness and expertise must

be guaranteed in the process and the results of the dispute resolution. Compared with the individual dispute resolution systems in advanced countries such as the UK, Korea's system particularly stands out for the low rate of disputes resolved through "conciliation." In addition, although individual disputes are becoming all the more diverse, the NLRC still provides dispute resolution support for only unfavorable treatment including unjustified dismissal, and therefore needs to expand the scope of its support services and add functionalities as required. In this context, this study seeks to set forth policy tasks and measures for improving institutions that encourage conciliation within a more effectively functioning individual labor dispute resolution system.

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Chapter 2. Regulations on Individual Labor Disputes

Chapter 3. Ministry of Employment and Labor's Handling of Individual Labor Disputes: Status and Improvement

Chapter 4. Promoting the ADR Mechanism of the NLRC and the Conciliation Mechanism

Chapter 5. Individual Labor Dispute Mediation in the UK

Chapter 6. Voluntary Resolution of Individual Labor Disputes in the U.S.A.

Chapter 7. Conclusions

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# The Social Enterprise and Human Resource Strategies

Hong Geun Chang et al.

he recent weakening of the virtuous cycle linking economic growth and employment has highlighted the possibility of utilizing "social enterprises" that seek both social and economic value as a tool for government employment policies. The experience of advanced countries tells us that an alternative realm of job creation could be found in the expansion of social enterprises. After the financial crisis that hit Korea in the late 1990s, the Korean government also introduced policies supporting social jobs and social enterprises, and since 2007 Korea has implemented a certification system as provided for by the Social Enterprise Promotion Act.

At the end of 2011, 644 enterprises received social enterprise certification, but issues surrounding the expertise of participants, management know-how and leadership, and the fiscal stability of these enterprises lead to doubts about their sustainability. Therefore, the systematic establish-

ment and support of human resource strategies is key to enhancing the sustainability of these social enterprises. This study engages in a theoretical discussion and a multidimensional analysis of these enterprises in order to explore human resource strategies for the greater sustainability of social enterprises.

To this end, this study looks at the stature and significance of social enterprises in terms of employment strategies, the support systems for social enterprises and the current status of such enterprises; the situation of human resource management and training in Korean social enterprises and future tasks; case studies on human resource management and development in social enterprises in advanced countries; the impacts of social enterprises on job creation; and human resource strategies in social enterprises.

The results of this study can primarily be used as base data to improve laws and institutions that support social enterprises in enhancing their management and training of human resources. Also, by improving human resource management (recruitment, assignment, transfer, promotion, job separation, etc.)

in social enterprises and by supporting their sustainability, this study may also contribute to maintaining and creating jobs in Korea.

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Chapter 7. Conclusion: Human Resources Strategy for Social Enterprises

References

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# Development of the Collective Bargaining Cost Estimation Model and Empirical Analysis

Sung-Hee Lee

he financial cost of collective bargaining is the cost that occurs in the course of resolving conflicts of interest between labor and management. Studies on the cost so far have focused on indirect indicators such as number of strikes, working days lost, or time spent on bargaining.

This study develops an analysis model that estimates the cost incurred for both labor and management under the Korean collective bargaining paradigm by separating the cost of strikes from the cost of conducting bargaining. It also calculates the cost incurred at 6,377 workplaces that conducted collective bargaining in 2010.

Results show the cost of conducting collective bargaining to be 87.8 billion KRW and the cost of strikes to be 276.9 billion KRW (123.5 billion KRW in lost wages + 153.4 billion KRW in lost profits), for a total of 364.7 billion KRW. The associated cost to the industry is estimated at 171.2 billion KRW in lost revenue from strikes.

A breakdown of the cost of collective bargaining in 2010 into stages shows that the cost resulting from a strike is three times higher than the cost incurred in the process of conducting collective bargaining, indicating that a strike is the costliest part of a labor dispute. Analysis of the correlation between collective bargaining cost and labormanagement relations variables shows that structural variables such as industry characteristics, number of union members, and average wage have a significant impact on the cost of collective bargaining. Of the collective bargaining process variables, the collective bargaining agreement method, emotional conflicts, and legal issues are found to significantly affect cost. Structural variables found to drive up the cost are a greater number of union members, a high average wage, and an industrial classification of manufacturing. Of the process variables, emotional conflicts and legal issues (such as legality of the dispute), are associated with higher cost.

And when the parties cannot agree on the bargaining format, that is, whether it should be industry-level or company-level bargaining, the cost is found to be higher.

This study presents the collective bargaining format and areas of improvement that can help reduce collective bargaining costs in the context of Korea's labor–management relations by developing a cost estimation model and performing an empirical analysis. It also suggests some improvements to the dispute settlement mechanism to help keep collective bargaining costs down.

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References

Appendix. Status Survey on Collective Bargaining at Workplaces

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## Long Working Hours and Reduction in Working Hours

Kiu-Sik Bae et al.

ong working hours have been the norm in Korea and persist to this day, as a result of the mass-production paradigm during industrialization, the male-breadwinner family model and culture, corporations' strategy of keeping the workforce to minimum levels, and the livelihood needs of low-wage workers. Studies on long working hours have been very rare despite the importance of the topic for job creation, quality of working life, industrial safety, work-life balance, and women's employment. Most studies have focused on the reduction of statutory working hours.

This study first conducts an international comparison of long working hours, then looks at the trends by industry/sector, occupation, and company size. It also reviews the structural factors that reinforce long working hours, such as the shift system, annual leave, and the "blanket wage system." The causes of long working hours are identified as corporations' strategy of keeping the workforce

to minimum levels, social norms, lax (or lack of) regulations, and, from the individual workers' side, low wages and a lack of job and income security. The study also points to the importance of improving the statistical infrastructure regarding working hours and of building a database of working-hour statistics. In addition, it cites as partial causes of long working hours the low take-up of annual leave and workers' preference for monetary compensation for unused annual leave. It is estimated that if Korea's long working hours are lowered to the OECD average, at least 1 million new jobs will be created.

The industry case studies reveal vast differences by industry in terms of work intensity, formats of long working hours, causes of long working hours, and efforts to reduce them. The hours are especially long in the automobile, shipbuilding, banking, transportation, and surveillance/security industries. In addition, long working hours are found to be associated with the shift system, stronger

competition, minimization of the workforce, and long operating hours (factory or office work). Lax regulations also help reinforce the practice of long working hours. The steel industry has consistently tried to reduce long working hours by altering the shift system, and this effort has been accompanied by work-process innovation, more education and training, improvement in HR management, and higher productivity, not only in large companies but also in supplier companies that are part of the production chain.

To reform the long working hours paradigm, an 8-hour workday and 40-hour work week should be made the norm, and become embedded in everyday life. There should also be generational distribution of working hours, by keeping the hours at 40 a week between the ages of 25 and 54 while increasing the retirement age and allowing the option of part-time work after the age of 55. In addition, there should be help for maintaining work-life balance by institutionalizing the option of switching from a regular full-time to a regular part-time position depending on the family's or individual's needs. As for corporations' workforce-minimization strategy, an important cause of long working hours, there should be stronger regulations against long working hours, as well as

mechanisms to control various types of cost that can result from shorter working hours.

Working-hour regulations should be tightened by making the following changes: eliminating the Ministry of Employment and Labor's administrative interpretation that excludes Sunday or Saturday work from weekly overtime work; eliminating the special rules allowing more than twelve hours weekly overtime in certain industries; introduction of alternative rules for regulating working hours in the transportation sector; adding new provisions on minimum continuous rest hours per day and maximum working hours per month; prohibiting the blanket wage system; ensuring precise calculation of working hours and compensation; prohibiting wage compensation for unused annual leave; guaranteeing the lumping of annualleave days; and converting public holidays to paid holidays. The study also offers specific policy recommendations for reducing working hours: conducting systematic supervision of industries of long working hours throughout the year; the public sector setting the example of reducing working hours; changing the long working hour culture and the "ASAP (as soon as possible)" culture at corporations; and introducing working-hour planning.

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Chapter 4. Conclusion

References

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## **Appendix**

KOREA LABOR INSTITUTE

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Chronology

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## • Labor Laws and Regulations

- Labor Laws and Regulations	
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Labor and Discrimination (1): Antidiscrimination Systems of Some Advanced Countries	May 30, 2007
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Analysis of the Labor Union Constitution (II)	August 31, 2005
A Legalistic Study on Diversification of Trade Union Structure	October 29, 2004
An International Comparison of Equal Employment Laws	August 31, 2004
Changes in the Definition of Workers and the Imposition of Pertinent Laws	July 16, 2004
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A Study on Actual Conditions of North Korean Workers and Their Utilization	May 7, 2004
Labor-Related Laws and Institutions in Japan	December 30, 2003
ILO Labor Legislation Guidelines	August 18, 2003
A Labor Law–Based Approach to Recognizing Special Employment Workers as Laborers	April 30, 2003
Effective Remedy for Unfair Dismissal	April 22, 2003
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#### • Social Policies

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Study on the Lifetime Income Redistribution of Social Security Systems	June 30, 2010
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Technical Skill Promotion Programs for National Competitiveness	October 22, 2007
Industrial Safety and Health and Worker Participation: Comparison of Korea and Germany	October 15, 2007
Premium Rates of Industrial Accident Insurance by Business in 2007	May 31, 2007
An Economic Analysis on the Social Safety Net: With a Focus on Labor Market Effects	April 27, 2007
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Calculation of the 2006 Industrial Accident Insurance Premium Rate by Job Category	April 28, 2006
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Reconciling Work and Family Life in Selected OECD Countries	March 20, 2005
The History of Employment Insurance in its First 10 Years	December 1, 2005
Industrial Accident Compensation Insurance Forum (2004, Winter)	December 31, 2004
Four Decades of Industrial Accident Compensation Insurance	November 4, 2004
Foreign Industrial Accident Insurance Schemes	August 30, 2004
Development of Social Adjustment Program Model and Approaches for Workers Injured in Industrial Accidents	August 27, 2004
Industrial Accident Compensation Insurance Forum (2004, Summer)	July 31, 2004
The French Unemployment Compensation System and Labor Market Policies	July 30, 2004
A Performance Effect Analysis of the 5-Year Rehabilitation Project of the Industrial Accident Insurance Scheme	July 30, 2004
The Current Status of Corporate Welfare and Policy Tasks	July 23, 2004
A Study on Improving the Premium Rate Structure of the Industrial Accident Insurance Plan (IAIP)	July 12, 2004
Adjusting the Business Classification for Industrial Accident Insurance and Calculating the Industrial Accident Insurance Rate for 2004	July 9, 2004
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Assistance Programs for the Unemployed in Australia	June 10, 2003
Rationalization Plans for Pneumoconiosis Policy	May 30, 2003
A Study of Employment Programs in the United States and France	May 30, 2003
A Study on the Balanced Development of Public and Private Pension Systems	May 28, 2003
An International Comparative Study on Social Safety Nets II: The United States	May 15, 2003
Application and Collection System of Industrial Insurance in Major Countries	April 14, 2003
Calculation of By-industry Industrial Accident Insurance Premium Rates in 2003 and the Procedures of and Suggestions from Germany's Industrial Accident Insurance Premium Rate Computation	April 9, 2003
Return-to-Work Assistance System for Injured Workers in Selected Countries	April 9, 2003
Survey of the Ratio of Labor Cost to Output and System Improvement Plans	April 7, 2003
A Comparative Study on Compensation Systems for Work-Related Injuries in Selected Countries	April 7, 2003
A Study on the Fully Funded Method of Financing Industrial Accident Insurance	April 7, 2003
An Analysis on the Status and Determinants of Injured Workers' Return to Work After Industrial Accidents	March 24, 2003
Specialization Plans for Industrial Accident Insurance Facilities	March 20, 2003
The Effects of Unemployment Benefits on the Labor Market	February 28, 2003
Occupational Choices of Women and the Structure of Female Employment	February 28, 2003
International Comparison of Workfare: Europe, the United States, and Korea	December 23, 2002
A Feasibility Study on the Use of the IACI Fund to Finance Industrial Accident Prevention Programs	December 20, 2002
A Feasibility Study on Care Centers for Injured Workers	November 25, 2002
The Employment Insurance System in Japan	November 15, 2002
How to Improve the Public Employment Service in Korea	August 30, 2002
Moral Hazard in the Insurance System: Focusing on Industrial Accident Compensation Insurance	July 25, 2002
Comparative Study on Industrial Accident Compensation Insurance (IACI)	July 18, 2002
The Effectiveness of Measures to Support Employment Maintenance and Methods for Their Improvement	July 5, 2002
Effects of Employment Subsidies for the Disadvantaged and Policy Suggestions	June 20, 2002
Financing the Employment Insurance Fund: Appropriate Level of Premium Rates Under the Possible Scenarios of Institutional Adjustments	June 8, 2002
Implementation of Self-Support Programs and Suggestions for Improvements: Focusing on the Self-Reliance Support Programs of the Ministry of Labor	May 24, 2002
Migrant Workers in Korea	May 15, 2002
A Study on Innovations in the Medical Rehabilitation Fee Schedule of Industrial Accident Compensation Insurance (IACI)	April 30, 2002

Coverage Expansion of Industrial Accident Compensation Insurance (IACI): Focusing on the Self-Employed and Atypical Workers	April 30, 2002
A Feasibility Study on Care Centers for Injured Workers	April 30, 2002
A Study on Rehabilitation Programs for People with Work-Related Injuries or Illnesses	April 30, 2002
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Policy Initiatives for the Introduction of a Corporate Pension System	April 20, 2002
Changes in Job Stability During the Economic Crisis	April 8, 2002
Reports on Income Inequality and Poverty, and Policy Suggestions	April 3, 2002
Comparative Study on the Social Safety Net (1): the United Kingdom	February 15, 2002

#### • Other Publications

2012 KLI Labor Statistics	April 20, 2012
Methodology for the Improvement of Panel Data Quality? CAPI (Computer-Assisted Personal Interview) Effects	April 10, 2012
Improving Job Creation Capability of the Services Industry by Upgrading the Employment Structure [III] - with Focus on Producer Services	December 30, 2011
Work in the Ubiquitous Age (I)	December 30, 2011
An Analysis of Gift Exchanges in the Labor Market Utilizing a Field Experiment	December 30, 2011
KLI Labor Statistics on Non-Regular Workers in Korea 2011	December 30, 2011
KLI Labor Statistics on Non-Regular Workers in Korea	October 18, 2011
Economic Crisis and Changes in Employment Relations	July 29, 2011
Legal Issues Regarding the Single Bargaining Channel for Multiple Unions	June 30, 2011
2011 KLI Labor Statistics	March 11, 2011
KLI Labor Statistics in Selected Countries 2010	April 27, 2010
2010 KLI Labor Statistics	March 30, 2010
2009 KLI Labor Statistics	August 31, 2009
The 1st-10th Korea Labor and Income Panel Study (KLIPS) Survey Data: Code Book and User's Guide	June 30, 2009
The 1st-10th Korea Labor and Income Panel Study (KLIPS) Survey Data: Questionnaire	June 30, 2009
10th Wave (2007) Economic Activities of Korean Individuals and Households: Basic Analysis Report of the Korea Labor and Income Panel Study	April 30, 2009
KLI Labor Statistics in Selected Countries 2008	December 31, 2008
2008 KLI Labor Statistics	July 23, 2008

The 1st-9th Korea Labor and Income Panel Study (KLIPS) Survey Data: Questionnaires, Code Books, and User Guides	June 30, 2008
The 9th Wave (2006) Economic Activities of Korean Households and Individuals: Basic Analysis by the Korea Labor and Income Panel Study	June 13, 2008
Korean Labor and Income Panel: Questionnaires for the 9th Year Survey	August 24, 2007
2007 KLI Labor Statistics	July 25, 2007
The 1-8th Korea Labor and Income Panel Study (KLIPS) Survey Data: Code Book and User Guide	June 30, 2007
The 8th (2005) Wave Economic Activities of Korean Households and Individuals: Basic Analysis by Korea Labor and Income Panel Study	June 30, 2007
Effects of Private Tutoring on College Entrance	May 16, 2007
A Study on the Paradigm of Economic and Social Policies in Korea of the Future	April 30, 2007
Issues and Challenges of Economic and Social Policies in Korea of the Future	April 30, 2007
Composition of Future Korean Social Policies	April 30, 2007
KLI Labor Statistics in Selected Countries 2006	December 30, 2006
Questionnaires for the 8th Labor Panel Study	August 10, 2006
The 2006 KLI Labor Statistics	July 28, 2006
The 7th Study on the Economic Activities of Korean Households and Individuals	June 29, 2006
The 1-7th Korea Labor and Income Panel Study (KLIPS) Survey Data: Code Book and User Guide	June 20, 2006
Basic Report on the 6th Annual Korean Labor and Income Panel Study	May 30, 2005
2005 KLI Labor Statistics	April 30, 2005
KLI Labor Statistics in Selected Countries 2004	December 30, 2004
KLI Labor Statistics 2004	April 30, 2004
Establishment of a Social Learning Net	April 29, 2003
Methods to Improve Labor Statistics	April 25, 2003
KLI Labor Statistics in Selected Countries 2002	January 2, 2003
The Fourth Annual Report of the KLIPS: Economic Activities of Households and Individuals in Korea (IV)	December 20, 2002
A Study on Commitment in M&A Firms	December 13, 2002
ICT and Skilled Labor	November 29, 2002
Labor Reforms in Socialist Countries and a Model for North Korea	June 15, 2002
Investment in Vocational Education and Training in Company, and its Challenges	May 30, 2002
KLI Labor Statistics 2002	April 30, 2002
The Third Annual Report of the KLIPS	April 25, 2002

## Chronology

May 1988	Mooki Bai appointed the 1st President
Dec. 1988	Promulgation of the Law establishing the KLI (Law No.4078)
Sep. 1989	Establishment of the Advanced Labor-Management Relations Program
Dec. 1995	Establishment of the Employment Research Center
Feb. 1999	Establishment of the Research Center for Industrial Safety and Welfare
Mar. 2004	Establishment of the Labor Insurance Research Center which combined the Employment Insurance Research Center and the Research Center for Industrial Safety and Welfare
Mar. 2004	Establishment of the New Paradigm Center as an affiliated body
Jan. 2005	Establishment of the Data Center
Feb. 2005	Establishment of the Center for Wage and Job Research
Jun. 2006	Ranked first in annual evaluation among the 23 Research Institutes under the National Research Council for Economics, Humanities, and Social Sciences
Jun. 2007	Ranked second in annual evaluation among the 23 Research Institutes under the National Research Council for Economics, Humanities, and Social Sciences
Jan. 2009	New Paradigm Center changed to Korea Workplace Innovation Center