



KLI Korea Labor Institute
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REPORT 2012



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Research Projects in 2012

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Research Projects in 2012

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- Policies to Improve Employment for Youth with Less than a High School Education
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- How to Improve the Welfare and Workfare Service Delivery System

Workplace Innovation and Support Programs: Achievements and Improvement Tasks

Hong Geun Chang et al.

Workplace innovation is a strategic backbone for industrial relations in that it can achieve the dual goals of improving the quality of working life and strengthening the competitiveness of enterprises. This initiative was originated in the private sector as individual projects, but became a part of the government's policy programs in 2004 to be undertaken by the New Paradigm Center under the Korea Labor Institute (re-named the High-Performance Workplace Innovation Center [KOWIN]), which was subsequently transferred to the Korea Labor Management Foundation. The Ministry of Employment and Labor commissions the Korea Labor Management Foundation with workplace innovation consulting, training, innovation coaching for CEOs, developing innovation indicators, discovering best practice cases, and building and supporting workplace innovation support networks. This study is based on the possibility that workplace innovation

so far has been too narrowly defined, only for improving the shift system and creating learning organizations. Even under these initiatives, there was not enough innovation consulting or follow-up management because too much emphasis was placed on quantitative achievements alone. Perhaps there was a failure to effectively upgrade the extent of workplace innovation and to sustain its benefits. Under the premise of a need to continue expanding and developing workplace innovation in Korea, this study analyses the status and achievements of the existing workplace innovation consulting program and seeks a better course for the future. The authors go a step beyond prior studies and existing status surveys on workplace innovation, reviewing the progress, achievements and limitations of the government's support policies and programs. They then conduct a survey and follow-up case studies on the participating companies, as well as the recent trends in major industrial-

ized countries. The methodologies employed in this study include a literature review,

statistical analysis and survey, case studies, overseas visits, and interview with experts.

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Population Ageing, Higher Educational Attainment and Labor Market Policy Tasks

Kyu-Yong Lee et al.

There are two types of demographic changes in terms of volume: changes in size and changes in structure. If changes in size have a mid/long-term impact, changes in structure leave more immediate social and economic consequences, as can now be seen in Korea. In terms of quality, the leading example of demographic change would be the increasing level of education. Over the past 20-30 years, both quantitative and qualitative demographic changes have been directly reflected in Korea's labor market. The most immediate impact was seen in the employment structure. The average age of the employed increased overall, and the average years of education rose rapidly. Such changes exhibited different patterns by industry or occupation group. In addition, their impact was found to be different by company size. These changes in employment structure apparently altered the labor market in many different ways. Thus, it is necessary to analyze the changes in em-

ployment structure and labor demand and supply brought on by demographic changes, as well as design policies that can address current and future issues arising from the labor market.

This study addresses some of the major issues of the Korean labor market: growing shortage of manpower, increase in idle workforce among youths, low employment rate, inflow of foreign workers, and wage/income inequality. In discussing these phenomena, the authors focus on demographic change as one of the causes based on the premise that such changes in Korea are so rapid that their impact is only getting larger and the trends that are now seen are likely to deepen. Thus, the authors analyze the impact of rapid quantitative and qualitative demographic changes on the labor market, especially employment structure, job mismatch, wage gap, and corporate human resource management, identifying policy tasks accordingly.

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Policies to Improve Employment for Youth with Less than a High School Education

Seung-Yeol Yee et al.

Even as different labor market policies have been developed and implemented to improve the youth employment rate, little progress has been made. To improve this rate, it is important to gain an in-depth understanding of the characteristics of the young and design policies that are specifically related to them. This group consists of teenagers, those enrolled in/on leave from school, dropouts, graduates, and so on; thus, policies should be developed that are sensitive to each type of youth and their corresponding characteristics. As the general educational attainment in Korea began to rise starting in the 1980s, youth employment policies also targeted highly educated young people, marginalizing those who had less than a col-

lege degree. Among youths, those with low education show a relatively high unemployment rate, which indicates that active labor market policies targeting this group may provide an important starting point for addressing the youth unemployment problem in general. This study analyzes the status of the economic activity of those who have not accumulated enough human capital (either due to low education or break in education), and seek labor market policies that can help these young people settle down in the labor market, ensuring their social integration. It is hopeful that such policies would ease the social problems that might arise from youth marginalization from the labor market and society, contributing to Korea's social integration.

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Mechanisms of Job Creation

Yoon-Gyu Yoon et al.

“Job creation” is defined broadly in this study, not only as a quantitative increase in employment but also as minimizing job reduction and maintaining employment levels during economic downturns. As “jobless growth” became a chronic phenomenon in the 2000s, in a broader sense, retaining jobs that would otherwise be lost can also be seen as job creation.

This study focuses on the substitutability between new hiring and working hours, the two factors of gross labor input, and empirically demonstrate how working hours and hiring change when faced with an external shock, as well as how productivity and hir-

ing are interrelated in a macroeconomic sense. Moreover, the authors observe that job creation is influenced not only by economic principles but also by such factors as institutional framework, policies, and types and nature of enterprises. They review a few case studies to analyze the employment policy and decision-making processes of a labor market that fared relatively well during the global financial crisis (Germany) and the worker cooperative corporation reputed for its excellent employment performance over the past few decades (the Spanish Mondragon).

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Study on Corporate Retirement: Status and Management

Hanam Phang et al.

The purpose of this study is to present ways of improving labor market institutions and the corporate HR management system to ensure older workers stay longer at their lifetime jobs at a time when the ageing of the population and workforce continues. While most prior studies on this topic focused on the macro/supply-side aspect of the socioeconomic repercussions and response to ageing, this study scrutinize the demand side, or the corporate internal labor market, to identify the institutional/market factors that hinder job security and retirement age extension. This study also presents a few policy tasks to overcome such constraints. In particular, the authors analyze the trends in seniority-based pay systems in the internal labor market, which have been observed to be the biggest obstacle against retirement age guarantee and long-term service, as well as the correlation between seniority-based pay and retirement plans. In so doing, the authors at-

tempt to identify the challenges that need to be addressed to ensure stronger job security for older workers and how to resolve issues connected to such security. Specifically, the authors introduce the issues relating to corporate HR management and a wage/job system that undermine job security for older workers and how to mitigate them, as well as how to improve labor laws to encourage gradual retirement (using the wage peak system, etc.), retirement age extension (through post-retirement re-hiring), and overall improvement in retirement planning. In the first half of this study, the authors describe the ageing of Korea's employed population and seniority structure by industry, job, and corporations. Next, they analyze the trends in correlation among age, service years, and wages. The study also validates the correlation between seniority-based pay and retirement age in the internal labor market using an analysis model. In the latter part of this study, the authors connect the challenges

identified in the first part to corporate HR laws, and present potential solutions.
management, wage/job system and labor

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Analysis of the Possible Inter-generational Coexistence of Jobs within an Organization

Se-Um Kim

This study focuses on stringently analyzing the possibility of different generations, especially youths under 30 and baby boomers over 50 coexisting in the same jobs, by using a methodology equivalent to a field experiment. Thus, the purpose is quite different from the type of studies that have been conducted in Korea recently, those that empirically analyze the possibility of inter-generational employment substitutability using observation data. Prior

studies have concluded that intergenerational competition over jobs is weak, which can be interpreted as a high likelihood of such inter-generational coexistence. This study summarizes discussions and conclusions from prior studies in detail, discusses how they should be interpreted, and summarizes the studies already undertaken in other countries using a field experiment methodology similar to the present study.

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Employment Instability and the Re-employment Labor Market

Jaeryang Nam et al.

Business fluctuation is a fact of life in capitalist market economy, and so is the subsequent employment fluctuation. But even in the event of employment fluctuation, if the displaced workers can easily find alternative jobs with similar

working conditions, the extent of their perceived instability would be considerably ameliorated. In this context, this study analyzes employment instability in connection with re-employment.

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Study on Emotional Labor in the Service Industry: with Focus on Sales Workers and Call Center Operators

Charnim Park et al.

As the service industry develops along with consumer capitalism, so grows the number of workers engaged in emotional labor. Emotional labor causes mental stress that may lead to burnout and turnover or even negative psychosociological health. Furthermore, emotional workers may perform physical labor at the same time. However, most prior studies on service workers' emotional labor have been focused on emotional labor itself, while those addressing the working conditions of service workers have paid little attention to the status of their health. Thus, this study address not only the work characteristics, extent of

emotional labor, and extent of organizational control of service workers (namely, sales personnel and call center operators), but also the status of their physical and mental health. This study also reviews the response to and regulatory patterns of emotional labor at the organizational level. Specifically, the authors take an overall look into the status of emotional labor in the current service industry to see if there are any differences among unions, which has implications for preventing industrial accidents in the service industry. Lastly, the authors discuss the recognition of psychological problems caused by emotional labor as industrial accidents.

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Inter-Korean Economic Integration: Impact on the Labor Market

Jae-Ho Keum

Economic exchange and integration between the two Koreas, whether gradual or drastic, will have a significant impact on all economic and social facets, including the labor market. In particular, a sudden unification as in Germany will result in a big inflow of North Korean labor into the South, a potential source of enormous disruptions and social uncertainties. Germany hiked up the wage level to prevent a drastic inflow of East German workers into the West, which created a vicious cycle: massive bankruptcies due to lessened East German corporate competitiveness → rising

unemployment → increasing unemployment benefits → growing fiscal burdens. Thus, it is necessary (a) to evaluate the economic exchange and integration between the two Koreas to assess their impact on the labor market on both sides of the border, (b) to present the policy direction that can ensure uneventful economic integration, and (c) to take necessary actions on a preemptive and gradual basis. This study attempts to predict the labor market situation likely to arise from these three scenarios and identify the practical policy tasks that should be addressed in advance.

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Analysis of the Social Service Labor Market: with Focus on Care Service

Deok-Soon Hwang et al.

In Chapter 1 (Introduction), the importance of social services in job creation are explained, and low productivity in the service sector in general is connected with structural constraints on working conditions in the social service sector. The chapter summarizes prior studies both in and outside of Korea regarding working conditions in social services and defines the scope and structure of the study, which is structured as follows. In Chapter 2, the features of care service work through the Local Employment Survey are identified and definitions of the structure of the care service labor market are given. A closer look at women care service workers is presented in Chapter 3 to understand how household conditions that affect labor supply decision are correlated to patterns of labor market participation, and how characteristics of employers (the users of such labor) affect working conditions. Chapters 4 and 5 more closely scrutinize the characteristics of the care service labor market through qualitative

research. In Chapter 4, the authors address childcare and in Chapter 5 elderly care, especially the home care service market. In Chapters 6 through 10, care service and its market are discussed. The cases of Germany and the United States are analyzed in Chapter 6, which respectively represent the conservative European model and the liberalist model of the welfare state, using data from the first to sixth years of the Luxembourg Income Study (LIS). Chapters 7 through 10 introduce the development path and labor market of care services in four selected countries. Experts from each respective country participated in this country case study, which were selected in connection to welfare state models: the Nordic welfare state Denmark (Chapter 7), continental welfare states France (Chapter 8) and Germany (Chapter 9) and the Anglo-Saxon liberalist welfare state the UK (Chapter 10). Finally, in Chapter 11, the main conclusions of the study are summarized and policy tasks to improve the working conditions in the

care service labor market are offered.

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Study on Informal Employment

Byung-Hee Lee et al.

Improving the labor market structure first requires eliminating areas untouched by labor policies and institutions. The concept of “informal employment” defined by the ILO (2003) is useful in identifying Korean labor market issues in which legal and institutional coverage remains insufficient and enforcement and compliance levels are low. This study attempts to empirically demonstrate the status of informal employment in Korea and find policy tasks to ease the problems. Although informal employment by definition includes non-wage workers, this study focuses on

the workers who are not entitled to social protection by labor laws or social insurance. This study also reviews the issues of workers in special types of employment (falling between the employed and the self-employed), care service workers (not entitled to labor law protection), and the tax policies that encourage informal employment. Because the latter can be attributed to factors such as lack of regulations, non-compliance with existing regulations, and inadequate policy enforcement, the study presents policy responses to each of these causes.

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Employment Protection and Social Protection in OECD Countries

Jiyeun Chang et al.

This study begins with the premise that the major OECD countries have been weakening employment protection for at least the past 30 years while not complementing it with stronger social protection. Although flexicurity was the stated target, in reality, these nations were not able to go against the wave of globalization, ending up with only labor market flexibility that undermines the security of working life. The authors take a theoretical and empirical look into the process that unfolded in the past few decades and try to identify the implications for Korea. Although liberalization is said to be the norm today, its specific content and path differ. Moreover, the differing paths do not converge with existing welfare state models. While Germany and the Netherlands are moving towards a dualization

that seems destined to become continental corporative welfare states, contrasting trends are witnessed in countries like Austria and Belgium. Of course, the latter are not entirely free from the risk of dualization, but clear differences do exist in terms of the extent. Also confirmed is that current job insecurity will negatively affect retirement security in the future. The extent of this negative effect can also differ depending on the method of labor market flexibility as well as the design of the old-age income security program. A universal basic pension is one way to reduce old-age poverty with less exposure to growing labor market insecurity. As can be expected, private pensions have a negative impact on old-age poverty as well as a regressive effect on redistribution.

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Industrial Relations Issues under Union Pluralism and Improving Policies and Institutions

Sung-Hee Lee et al.

Starting in July 2011, plural unions at the corporate level (workplace or workplace unit) have been allowed in Korea. They were initiated under a rule that allowed only one bargaining channel if multiple unions were formed at one workplace. This new union pluralism is now expected to bring about broad and diverse change in industrial relations across Korea. First, with greater freedom to set up unions at the workplace, the number of unions could increase. Workers who were unable to organize themselves because of previous prohibitions against multiple unions at the corporate level can do so now, increasing the number of new unions, members, and

organization rates. Union pluralism is also likely to bring about structural changes in industrial relations at the corporate level. Now that multiple unions can exist at the workplace rather than a single union, a competitive element can be introduced amongst them. Such competition among unions will inevitably alter union activities in general, including collective bargaining and industrial actions. This study empirically analyzes the actual changes and conflicts that have materialized in industrial relations since the adoption of union pluralism, and identifies policy alternatives and improvement tasks that can help securely entrench union pluralism in the Korean reality.

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How to Improve the Welfare and Workfare Service Delivery System

Jai-Joon Hur et al.

As the job market becomes tighter and income distribution gets worse, the public's demand for welfare has taken on new patterns. Faced with new welfare needs, the discussion and debate on institutionalization of the welfare state have become proportionately stronger. At least the discussion so far seems to converge on two points: first, such welfare needs should be embraced if for nothing else than to ensure sustainable growth; second, the welfare regime should be employment-friendly to ensure sustainability of any welfare to be adopted. Nonetheless, despite the convergence of views at a high level, a

detailed discussion on how to design sustainable welfare programs often leads to no conclusion. Under the recognition that the necessary condition for sustainable welfare is to integrate employment service and welfare service, or enable a customized linkage between employment service and welfare service at the delivery level, this study planned to seek an optimal direction and modality and create the blueprint for an effective connection between employment service and welfare service. In so doing, the authors are hopeful about upgrading the general discussion on workfare.

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II.

Appendix

KOREA LABOR INSTITUTE

List of Planned Research Projects in 2013

List of Publications

Chronology

List of Planned Research Projects in 2013

- Care Service Workers: Status of Industrial Accidents and Measures for Protection
- Industrial Development and Labor's Standing in Korea - with Focus on the Life Stories of Korean Craftsmasters
- Study on Improving Industrial Relations for Civil Servants and Teachers
- Open-ended Employment Contracts: Status of Employment Management and Policy Tasks for Improvement
- Study on Reducing Low-wage Work with Public Procurement Contract
- Working Hours and Work-Life Balance : Focusing on the Right to Choose Working Hours and Vacation and on the Length of Working Hours
- Policy Tasks for Building A Social Safety Net for Freelance Workers
- The Impact of Cultural Differences on Divorce - Focusing on Mediation Effect of Work-Related Factors
- Employment-oriented Welfare Policies: Status and Challenges
- Study on Economic Inequality and Labor Market
- Types of Competitive Incentives in the Public Sector and Organizational Performance
- Characteristics and Labor Market Performance of Youth NEETs in Korea
- From Life-time Main Job Termination to Permanent Retirement: Study on the Second Working Life
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List of Publications

✿ Periodicals

Monthly Labor Review (Monthly)
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✿ Publications in English

Methodology for the Improvement of Panel Data Quality-CAPI(Computer-Assisted Personal Interview) Effects	March 14, 2013
Labor Issues in Korea 2011	June 15, 2012
KLI Annual Report 2011	June 5, 2012
The Introduction and Development of Employment Insurance(EI) in Korea	November 15, 2011
Equal Employment Policies in Korea	November 14, 2011
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Industrial Accident Prevention System in Korea	November 14, 2011
The Minimum Wage System in Korea	November 14, 2011
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Labor in Korea 1987-2006: Looking through the Statistical Lens	September 18, 2009
Beyond Flexibility: Roadmaps for Korean Labor Policy	August 29, 2008
Globalization and Changes in Employment Conditions in Asia and the Pacific	December 30, 2007
Longitudinal Analysis of Inter-Industry Wage Differentials in the Korean Labor Market	June 25, 2007

Employment Insurance in Korea: The First Ten Years	August 23, 2006
The Transformation of Industrial Relations in Large-size Enterprises in Korea	March 29, 2006
Recent Development in Employment Relations and Labor Market in Korea	December 31, 2005
A Comparative Study on Labor Migration Management in Selected Countries	November 15, 2004
Labor in Korea: 1987-2002	June 18, 2004
Disadvantaged Groups in the Labour Market and Employment Policy	March 11, 2003
Active Labor Market Policies and Unemployment Insurance in Selected Countries	December 23, 2002
Labor in Korea	December 12, 2002
North Korean Labor and Its Prospects	May 1, 2001
The Profile of Korean Human Assets: Labor Statistics 2001	May 1, 2001
Labor Market Reform in Korea: Policy Options for the Future	March 1, 2001
The Employment Insurance System in Korea	November 8, 1999

✳ Publications in Korean: by Topic

• Labor Market and Employment Policy

Study on Informal Employment	December 28, 2012
Analysis of the Possible Inter-generational Coexistence of Jobs within an Organization	December 28, 2012
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Labor Market Policy Evaluation Methodology and Building Multisectoral Macro Industry Model Database	May 2, 2012

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Longer-Term Forecast of Demand for and Supply of Labor: 2002-2010	April 30, 2002
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Legal Principles for Determining Working Conditions with a Focus on Written Agreements with Worker Representatives	June 30, 2010
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Categorization of Workplaces and Innovation Results	June 15, 2010
Theories and Practices of Industrial Bargaining: A Comparison by Industry and Country	October 30, 2009
Foreign Direct Investment and Labor Policy Issues: Comparative Research Covering the UK, Ireland, Singapore, and China	October 20, 2009
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Research on Building a Social Consensus on Socioeconomic Development Model (NRCS Joint Research Series)	April 30, 2008
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Trade Unions and the Labor Movement Since 1987: Changes in the Korean Industrial Relations System and Future Prospects	April 30, 2008
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Union Democracy and Worker Organizations: Focusing on Worker Organizations at Hyundai Motors, KIA Motors, and Daewoo Motors	February 28, 2008
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How to Stabilize Industrial Relations in Korea: With a Focus on the Major Industries	March 21, 2006
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Labor Movement Ideologies of Korea	December 30, 2005
Characteristics and Policy Tasks of the Public Workers' Union in Korea: As Revealed Through Background Analysis and Survey	October 20, 2005
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Chronology

May 1988	Mooki Bai appointed the 1st President
Dec. 1988	Promulgation of the Law establishing the KLI (Law No.4078)
Sep. 1989	Advanced Labor-Management Relations Program started
Dec. 1995	Employment Research Center opened
Feb. 1999	Research Center for Industrial Safety and Welfare opened
Mar. 2004	Labor Insurance Research Center opened (combining the Employment Insurance Research Center and the Research Center for Industrial Safety and Welfare)
Mar. 2004	New Paradigm Center opened as an affiliated body
Jan. 2005	Data Center opened
Feb. 2005	Center for Wage and Job Research opened
Jun. 2006	Selected as Best Research Institute of 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
Mar.2009	Industrial Relations Research Department, Labor Market and Social Policy Research Department, Human Capital Research Department, Labor Trends Analysis Office, and Panel Data Studies Office were newly established.
Jun.2010	The New Paradigm Center, an affiliated body of the KLI, was closed.
Feb.2011	Labor Relations Policy Research Division, Social Policy Research Division, Employment Policy Research Division, Center for Labor Policy Analysis, Center for Labor Statistics Research were newly established.
Jul.2011	Labor Relations Policy Research Division and Social Policy Research Division were merged into Labor Relations and Social Policy Research Division.
Jun.2012	Injae Lee appointed the 10th President



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