
Labor Market Development and Industrial Relations



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I . Macro: Korea's Labor Market

Supply of Human Resources

- Labor-intensive industrialization strategy
- Results of an increasing population, the mobilization of underemployed farm labor, rising labor force participation, and rising education
- The educational zeal
 - Korean cultural influences (Confucianism)
 - Family-oriented society
 - **The proportion of high school graduates pursuing post-secondary education in 2003**

Korea	Japan	US
74%	45%	63%

I . Macro: Korea's Labor Market

▪ Major indicators of the Korean labor market (1963-2005)

	1970	1980	1990	2000	2005	2010	2011/3
Population(millions)	32.2	38.1	42.9	47.0	48.3	48.6	48.9
Pop growth	2.21	1.57	0.99	0.84	0.44	n.a.	0.25
Population over 65(%)	3.1	3.8	5.1	8.2	10.5	n.a.	10.9
Economically active pop(millions)	10.0	14.4	18.5	21.1	23.7	24.7	24.9
Participation rate: all(%)	57.6	59.0	60.0	61.0	62.0	61.0	60.9
Participation rate: female(%)	n.a.	42.3	47.0	48.6	50.1	49.4	49.1
Employed(millions)	9.6	13.7	18.1	21.2	22.8	23.8	23.8
Unemployment rate(%)	4.4	5.2	2.4	4.1	3.7	3.7	4.3
Share of employment(%)							
Agriculture	50.4	34.0	17.9	10.9	7.9	7.3	6.8
Manufacturing	14.3	22.5	27.6	20.1	18.6	17.0	17.4
Services	35.3	43.5	54.5	69.0	73.5	76.7	76.5
Working hours per week	51.6	51.6	48.2	47.5	45.0	42.5	42.4
Nominal wage change(%)	n.a.	23.4	18.8	8.0	6.4	6.4	-1.2
Real wage change(%)	n.a.	-4.2	9.4	5.6	3.6	3.5	-6.5
Labor productivity/hr	n.a.	n.a.	6.6	3.1	3.6	12.2	n.a.
Trade unions(000s)	3.5	2.6	7.7	5.7	6.0	4.7	n.a.
Union members(000s)	473	948	1887	1527	1506	1640	n.a.
Union organization rate(%)	12.6	14.7	17.2	11.4	10.3	10.1	n.a.
Industrial disputes	n.a.	206	322	250	287	86	n.a.

Source: Korea National Statistical Office(KNSO), Korea Labor Institute(KLI)

I . Macro: Korea's Labor Market

Employment of Human Resources

- The share of employment by industry

	1963	2005
Agricultural	63.1%	7.9%
Manufacturing	8.7% → 28%(1991, max)	18.6%
Service	28.3%	73.5%

- Relatively free of social limitations

- **Trends of major indicators of the labor market(annual average over the period)**

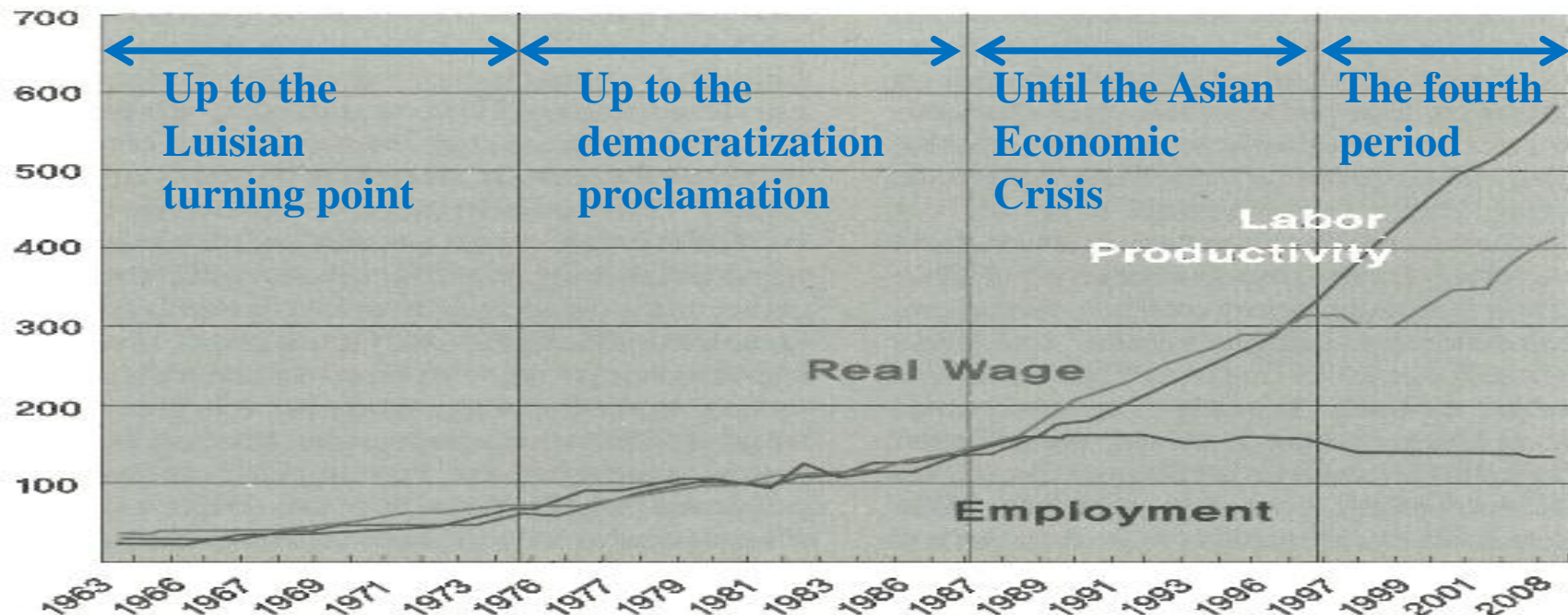
	1963-69	1970-79	1980-89	1990-99	1963-96	1963-2002	1998-2002	2002-2005
GDP growth(%)	9.8	9.7	8.3	6.2	8.7	8.2	4.6	4.7
Pop growth(%)	2.56	1.75	1.24	0.94	1.64	1.51	0.72	0.47
Real wage growth(%)	n.a.	n.a.	5.8	5.6	n.a.	5.6	3.5	5.7
Productivity growth(%)	n.a.	8.9	9.6	11.2	9.8	9.7	8.6	8.4

Source: Korea National Statistical Office(KNSO), Korea Labor Institute(KLI)

I . Macro: Korea's Labor Market

Labor market development

■ Index of Real Wage, Labor Productivity and Employment



- 1st period: Abundant labor supply (real wage > labor productivity)
- 2nd period: Balance in labor market between demand and supply
- 3rd period: The trade union movement (real wage > labor productivity)
- 4th period: Automation in the production process (real wage < productivity)

I . Macro: Korea's Labor Market

Manpower Formation

- Education
 - Deeply rooted the Confucian ethic in history
 - Teenage worker's desire for school credentials during the early period of industrialization
 - High marginal rate of return to formal education
 - “over-educated Koreans”
- Vocational Training
 - The government's regulation for in-plant skill-training programs
 - Excess supply of skilled workers
 - Extensive upgrading and retraining programs are required

I. Macro: Korea's Labor Market

The Third Stage (1987-1997) and the Fourth Stage (1998-)

- The Third Stage (1987-1997)
 - Rising wages and appreciation of land properties
 - Seoul Olympics and rising expectations on Korean economy
 - More universities and '3D' (dirty, dangerous, and difficult) jobs

- The Fourth Stage (1998-)
 - Massive layoff due to Asian financial crisis
 - Regular workers and non-standard workers including part time workers and daily workers

Wage index changes

Wage index changes in major countries (1997=100.0)



Source: Korea Employers Federation(<http://www.kef.or.kr>)

Minimum wage system in Korea

Historical development of the minimum wage system in Korea

- Debate on the establishment of a minimum wage system (MWS) began in the mid-1980s as national income level improved.
- The Minimum Wage Act was legislated in 1986 and took effect in 1988.
 - Before 1988, there was the “administrative guidance system” to address low wages since the mid-1970s
- The coverage of the MWS has been expanded until 2001, when universal coverage was attained

Minimum wage system in Korea

Trends in the coverage of the MWS

Period	Coverage		Percentage of covered workers
	Industry	Size of employees in the workplace*	
1988. 1.~1988. 12.	Manufacturing	10 or more	17.9%
1989. 1.~1989. 12.	Manufacturing, mining and construction	10 or more	18.4%
1990. 1.~1999. 8.	All	10 or more	63.1%
1999. 9.~2001. 8.	All	5 or more	79.9%
2001. 9.~	All	All	100.0%

Note: Only the size of the permanent workers is counted

Source: The Korea Minimum Wage Council

Minimum wage system in Korea

Exemptions from the MWS

- Minimum wage should apply to all businesses with one employee or more.
- Exemptions
 - Business which employ only family members or relatives living in the same residence
 - Domestic service employees
 - Seamen who are covered by the Seamen Act
 - Disabled workers (Permit from the Ministry of Labor required)
- The MWS applies to foreign workers (both legal and illegal)

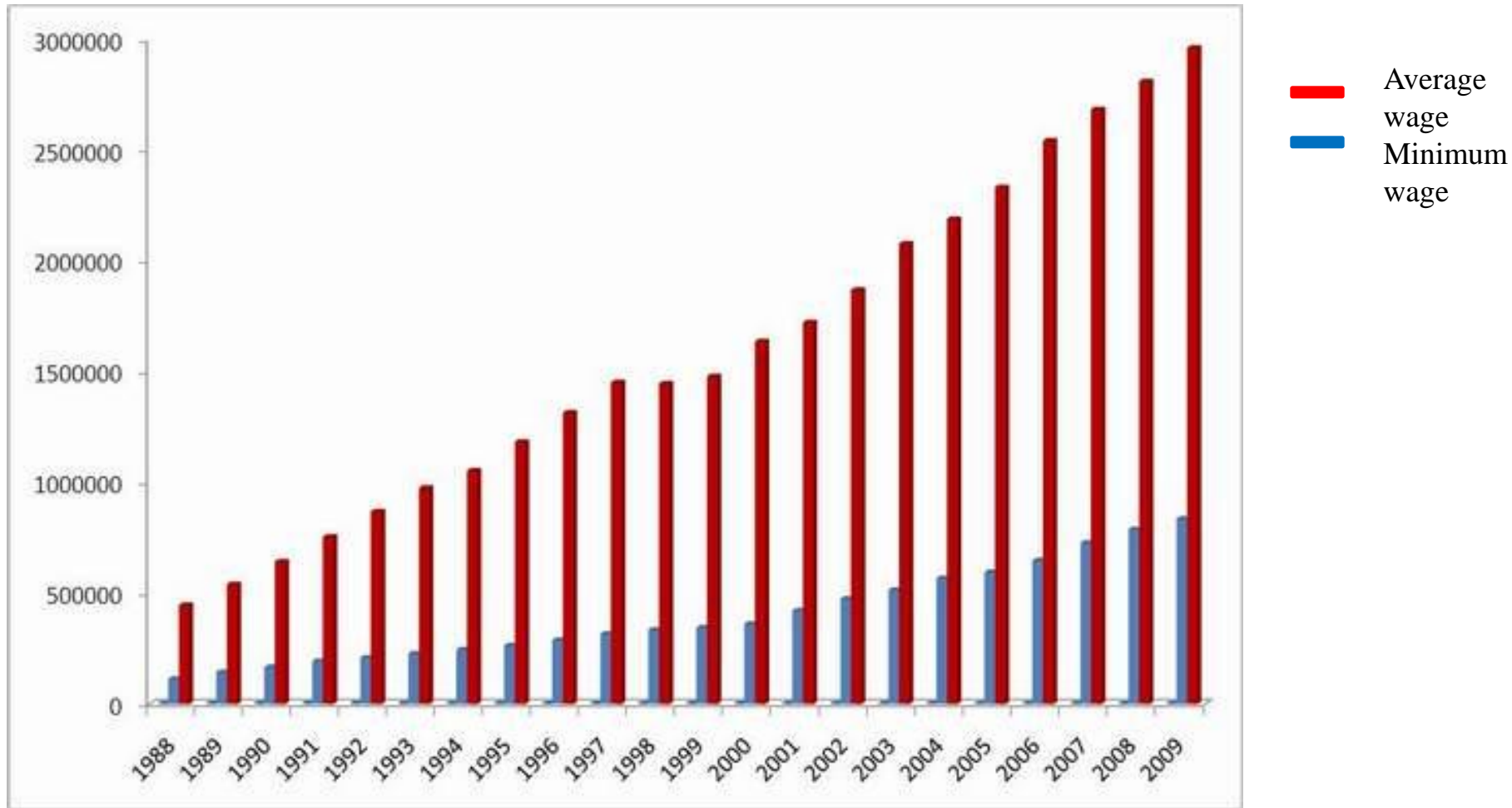
Minimum wage system in Korea

Application of sub-minimum rates

- Employees who are on probation with less than three months: 10% less than the original minimum wage
- Those employed for control or intermittent work: 20% less than the original minimum wage with the permit from the Ministry of Labor

Minimum wage system in Korea

The differences between average wage and minimum wage



Source: Media Today, 2009. 5. 28

Minimum wage system in Korea

Trends in the number and ratio of workers benefited by the MWS

Year	No. of establishments covered by MWS	No. of total workers in covered establishments (A)	No. of workers benefited by MWS (B)	Ratio of B/A (%)
1988	34,984	2,266,675	94,310	4.2
1990	78,016	4,386,041	187,405	4.3
1995	112,374	4,863,923	103,033	2.1
2000	199,272	5,030,727	53,760	1.1
2005	3,187,916	14,149,000	1,245,000	8.8
2009	3,262,925	15,882,000	2,085,000	13.1
2010	3,189,181	16,103	2,566,000	15.9

Source: The Korea Minimum Wage Council

Minimum wage system in Korea

Minimum Wage Level

Minimum wage	2005	2007	2008	2009	2010	2011	2012
Won/hr	3,100	3,480	3,770	4,000	4,110	4,320	4,580
Won/day (8 hr)	24,800	27,840	30,160	32,000	32,880	34,560	36,640
Growth rate (%)	9.2	12.3	8.3	6.1	2.75	5.1	6.0

Source: Korea National Statistics

Middle aged unemployment

Middle aged unemployment

■ Employment Among people in Their 40s and 50s

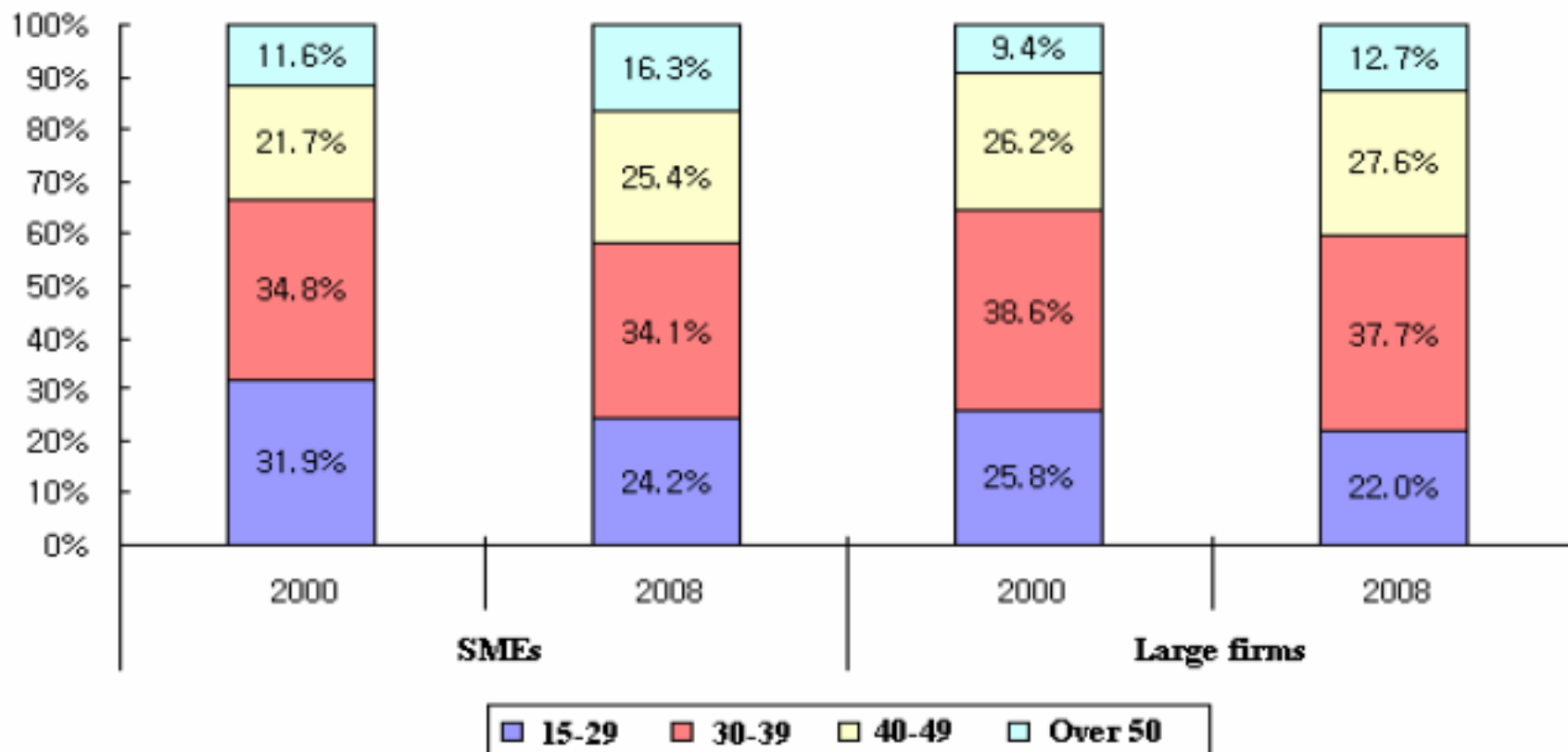


Source: National Statistical Office(NSO)

Middle aged unemployment

The labor structure

▪The Structure of Regular Workers by Age Group



Source: National Statistical Office(NSO)

Middle aged unemployment

Government measures to promote jobs for the middle aged

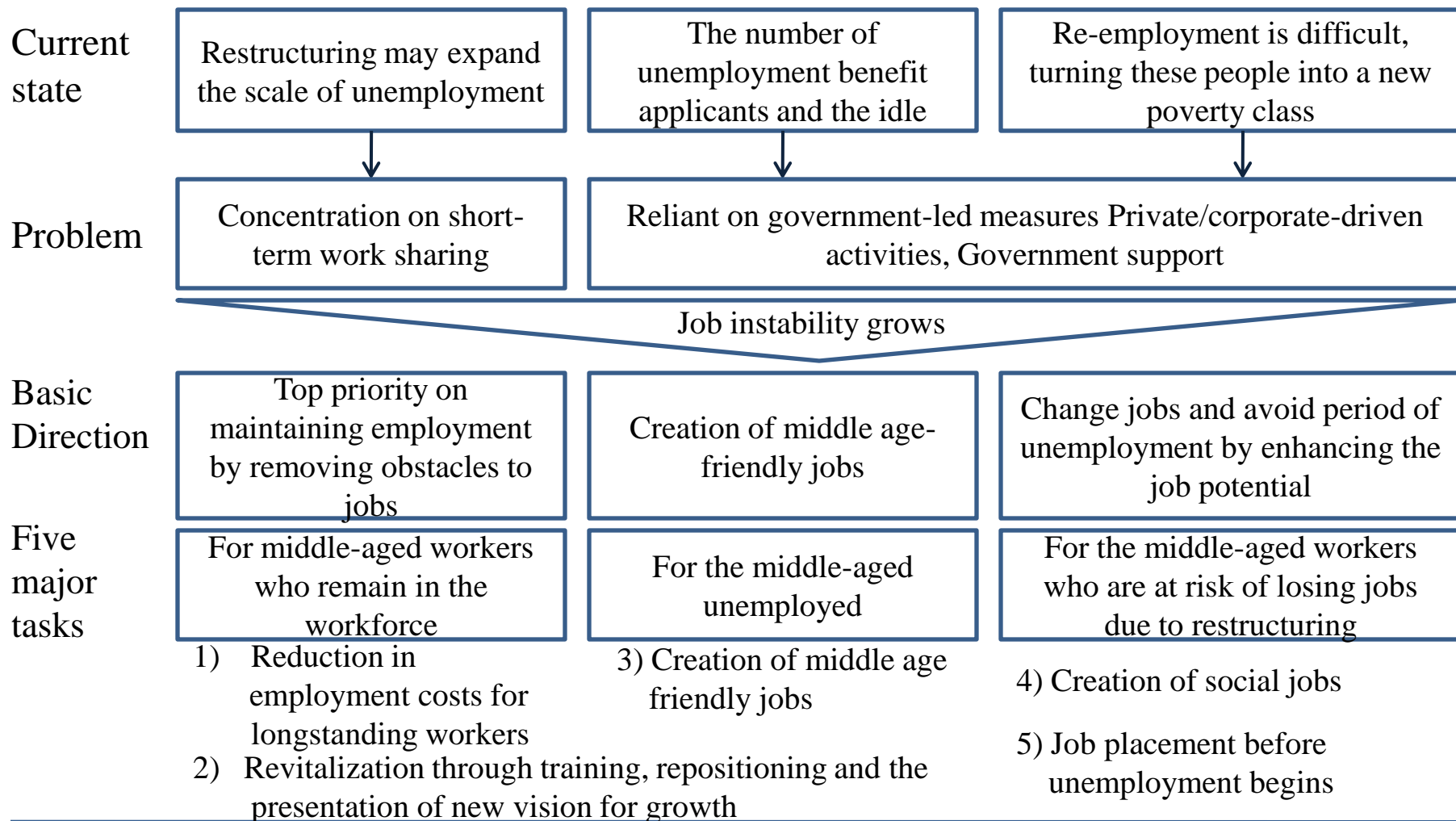
Public Support Programs for the Middle-Aged Employment

Classification			Target age
Financial support to promote the employment of the middle aged	Elderly employment promotion subsidy	Bounty for employment promotion for the aged	Over 55
		Bounty to encourage the Continuous employment of the people at the retirement age	Over 57
	Reward for new hiring of aged people		Over 50
	Peak wage system compensation		Over 54
	Consulting services		
	Loans to adjust working conditions		
	New-start program		Over 50
	Short-term adaptation training		Over 50

Middle aged unemployment

Basic Direction of Solving Job Woes

■ Solutions to the Job Woes Facing the Middle Aged



Middle aged unemployment

Basic Direction of Solving Job Woes

■ Five key tasks

- 1) Reduction in employment costs for longstanding workers
 - Peak wage system
 - Job sharing, part-time re-employment
- 2) Path for Revitalization: training, repositioning and career diversification
- 3) Creation of middle age-friendly jobs
 - Social service jobs
- 4) Social contribution and job creation
 - Service sector jobs for retirees with special knowledge
 - Social enterprises as a job source for vulnerable groups
- 5) Job placement before unemployment
 - Strengthening government's job center and government employment support program
 - Company retirement programs

Middle aged unemployment

Key Factors Blocking Peak Wage System and Solutions

- Difficulty in agreement between labor and management (37.6%)
- Difficulty in development of jobs appropriate for middle-aged workers (31.9%)
- Opposition of the workers and labor unions amid concerns over lower income (28.9%)
- Skepticism about the effectiveness since most workers quit before retirement age (19.5%)
- Peak wage system is not necessary due to the introduction of performance-based pay system (18.8%)



- Creation of a bond of sympathy between labor and management about the positive effects of the peak wage system
- Job repositioning
- Application of the peak wage system on an individual basis
- Downward adjustment of the peak wage age
- Government's strengthened PR efforts

II . Industrial Relations

Industrial Relations in Transition and current situation

■ Industrial relations in transition

Before the late 1980s	Late 1980s	From the early 1990s ~1997	After 1997
•Strict government control, less progress in labor market	•Labor market democratization	•Global forces • Seeking balance between wage and flexibility	•The Tripartite Commission •‘dispatched worker system’

■ Current industrial relations and labor standards

- Unions

- The Federation of Korean Trade Unions(FKTU)
- The Korean Confederation of Trade Unions(KCTU)

- Employers

- The Korea Employers Federation(KEF)
- The Federation of Korean Industries (FKI)

- Government

- The Labor Standards Act

Labor Movement History in Korea

Philosophical backgrounds

- Laws in Korea have been described as reflecting the Confucian tradition
- Under the colonialism, notions such as judicial independence, separation of powers, constitutional rights were minimal, and the basic function of the legal system was social control
- During the Cold War period, the labor movement was perceived as destabilizing society and benefiting North Korea



Little major labor movements

Labor Movement History in Korea

Labor Movement History

- During the Japanese colonial period (1910~1945)
 - Korean Labor movement started with rapid industrialization
 - General Strike in Wonsan (1929)
- After the liberation until the Korean War (1945~1950)
 - The emergence of Labor union with strong organization and leadership
 - Federation of Korean Trade Unions (1946)
 - Korean government illegalize labor movements(1948)



Labor Movement History in Korea

Labor Movement History

- Early growth stage of labor movement (1960~1978)
 - Labor disputes were suppressed
 - Re-form Federation of Korean Trade Unions (1961)
 - Mr. Jeon, Tae-il committed suicide by burning himself to death (Nov. 13, 1970)
 - His death became a catalyst for many activists
- But generally, isolated and passive labor movements under the tight Military Rule and Yusin Constitution



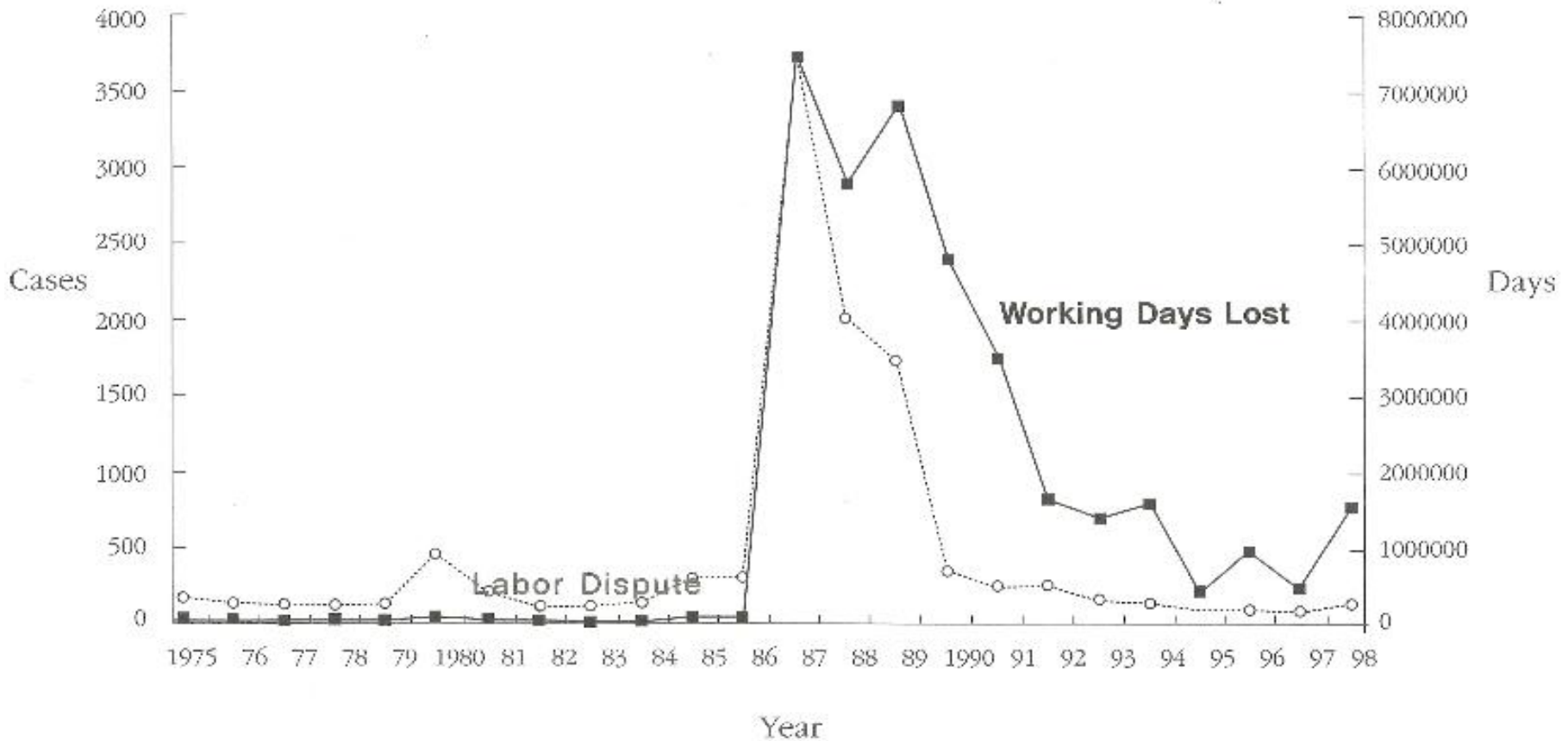
Labor Movement History in Korea

Labor Movement History

- Late 1970s
 - YH Trade sit-down strike (Aug. 9~11, 1978)
 - Large scale demonstrations after President Park's death
- 1980s
 - 6·29 Declaration by President Roh(1987) and subsequent Democratic Reform
 - Subsequent labor strikes and movements all around



Number of Labor Dispute and Working Days Lost



- Although the number of disputes declines after 1987, the number of days lost by labor disputes continued for some time
- Continuous violence and militancy produced a negative public sentiment

Labor Movement History in Korea

Labor Movement History

- From 1990s~
 - Ratify ILO Treaty (1991)
 - Formation of additional labor union, Korean Confederation of Trade Unions (KCTU, 1995)
 - The creation of the Triparty Commission of Labor, Management and Government (1998)
 - Recognition for plural labor unions in a company (2011)
 - Korea Democratic Labor Party (2000)



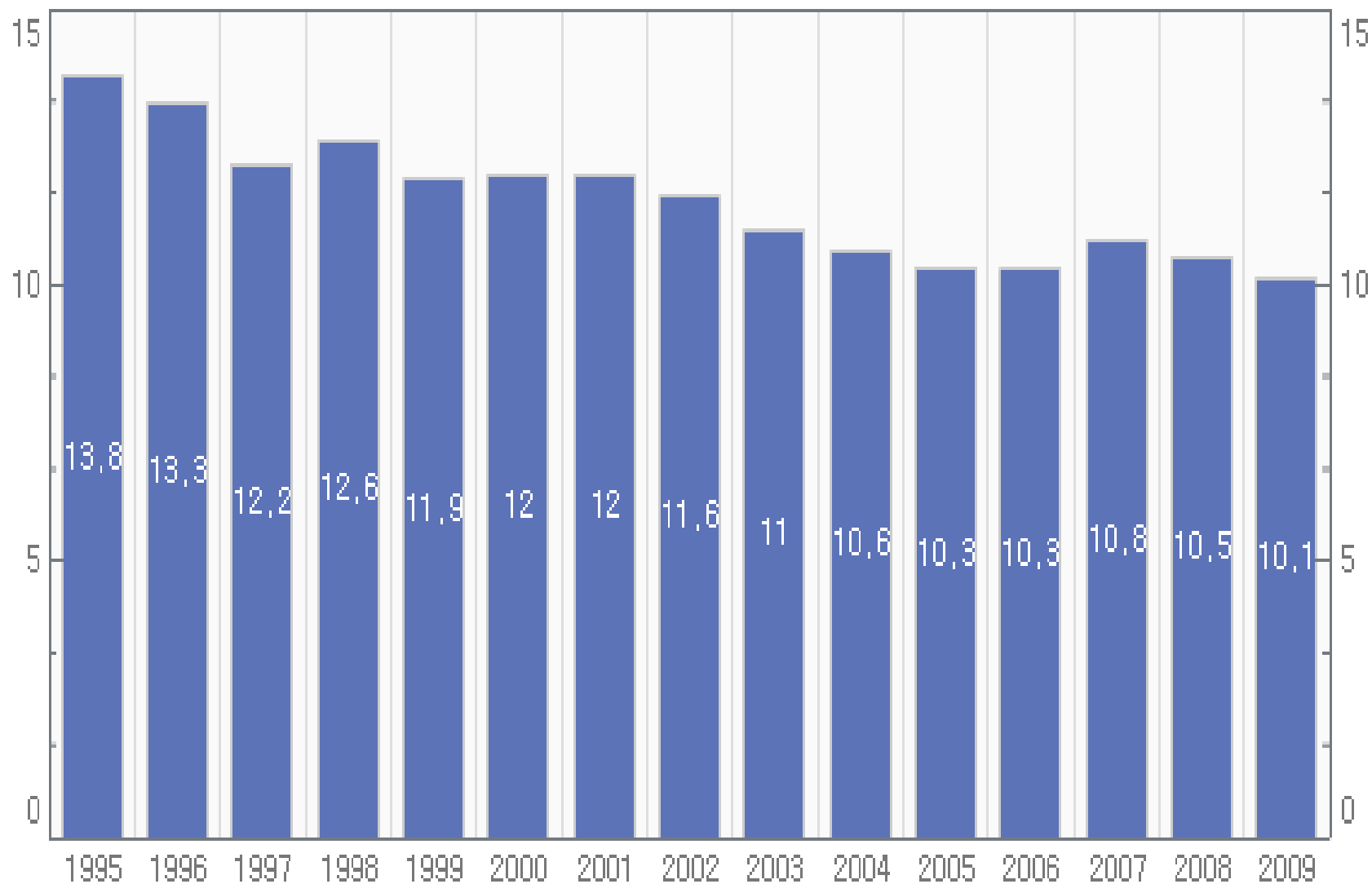
Recent Labor Strikes

A Recent Labor Strike in Korea

- Hanjin Heavy Industries
(2010.12.28 ~)
- Layoff of 400 production workers
- Mediated by a group of Korean Parliament Members
- Reemployment of 94 laid off workers in a year and paying
Won 20 mil Won

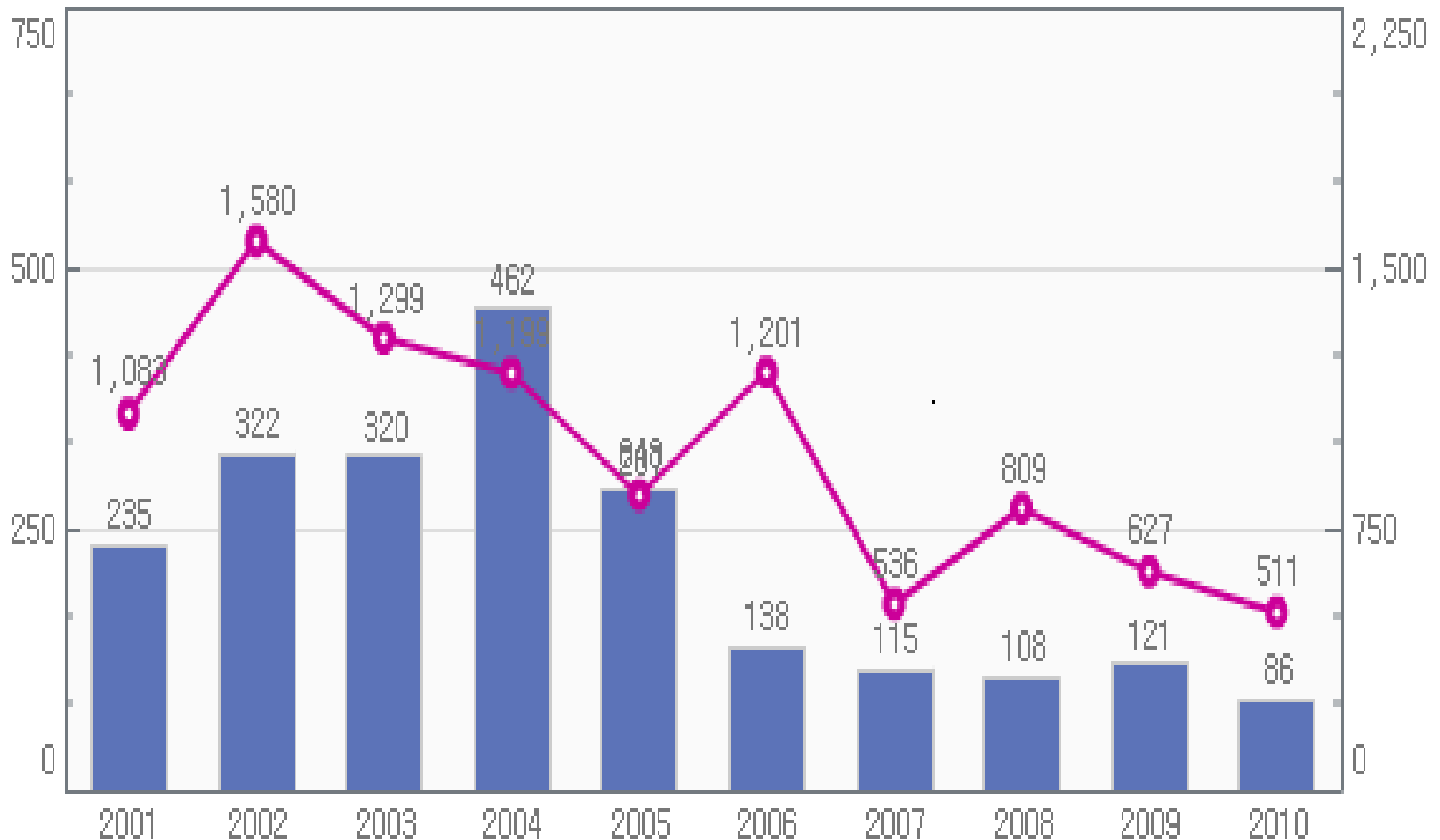


Union Organization Rate (%)



Source: Korean National Statistics

Industrial Disputes



Source: Korean National Statistics

-  No. of disputes
-  Lost working days (1,000)

Reasons for Labor Strikes

Reasons for recent labor strikes

- Unpaid wages
- Wage and benefit negotiation
- Improvement of working conditions and mistreatment of workers
- Layoff due to restructuring of a company
- Reemployment of laid off workers
- Democratization of labor union
- Solidarity with other company

II . Industrial Relations

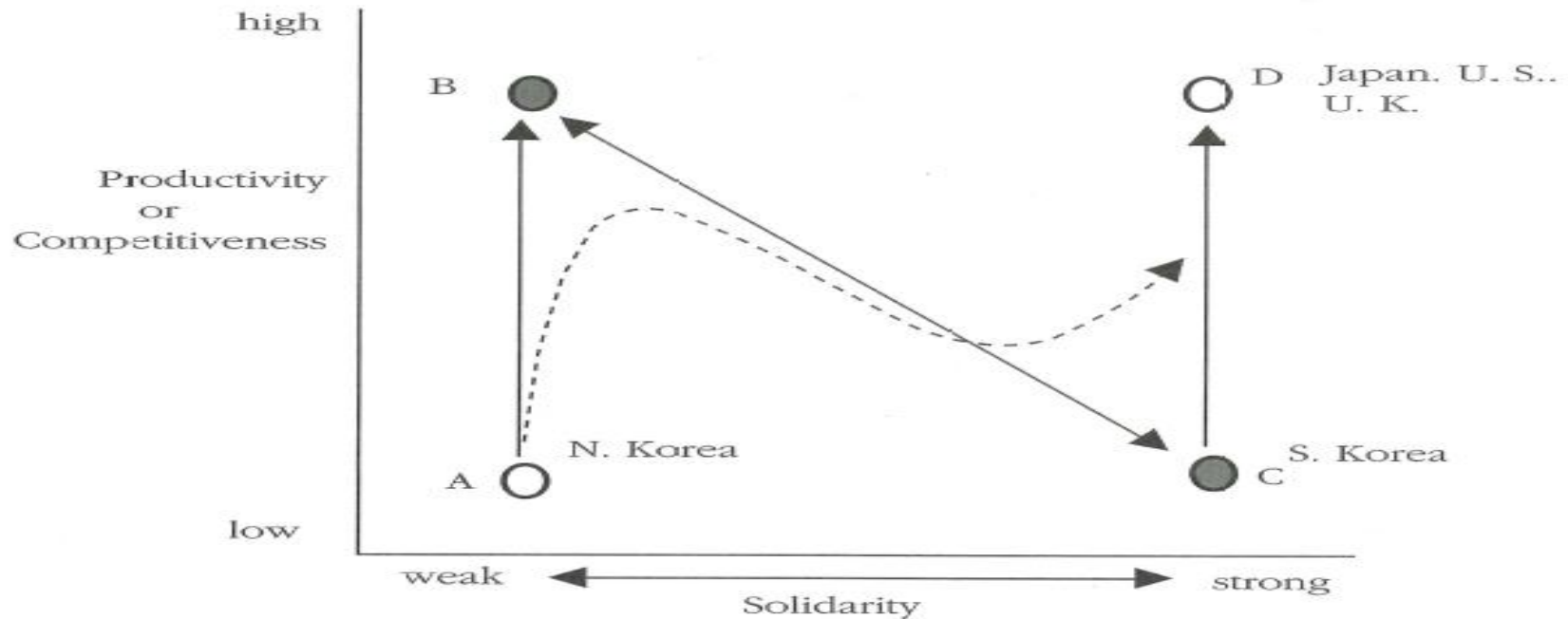
Current Issues and Reform Tasks

- Freedom of Association: Permission of multiple Unions
 - pressure from ILO, OECD and other international federations
 - KCTU locals
 - FKTU locals
- Employer Payment of Salary to Full Time Union Officers
 - Enterprise Unionism
 - “no work, no pay”
- Formal Introduction of the Layoff System and Non-standard workers
 - The government passed legislation to protect the non-standard workers in 2006

II. Industrial Relations

Industrial Relations Model

■ A Transitional Model of Industrial Relations



- A: Pre-industrial stage (neither freedom of contract nor free labor movement)
- B: The stability of the labor market, the political favoritism
- C: The emergence of militant unionism, lowering work standards
- D: Utopia, labor-management conflicts are resolved

III. Micro: Human Resource Management

Overview

- HRM is influenced by social institutions, including tradition and culture, formal rules and regulations, and enforcement mechanisms.
- Social institutions in Korea have transformed toward Western institutions
- In particular, there are drastic changes in the 1997 financial crisis



- Consequently, the Korean economy has been engulfed by the globalization of the world economy.
- Therefore, companies seek to adopt the best practices of HRM to survive the fierce competition in the global economy.

III. Micro: Human Resource Management

Table 9.3 *Korean human resource management: traditional and new approaches*

Functions	Traditional HRM approach	New HRM approach
Corporate strategy	Growth-oriented strategy Paternalistic management	Profit-oriented strategy (efficiency and international competitiveness) Participative management
Philosophy of HRM	Long-term loyalty Harmony (familism) Autocratic Seniority Job security (life-time employment) People-based	Competence and merit Cooperative Democratic Seniority influence reduced Life-time employment influence reduced Job-based
Recruitment	Generalists Internal	Specialists Internal and external
Selection	Family members, university- and regional-based preference Fresh graduates: (twice/year)	Merit-based Experienced: when needed with aptitude and personality testing
Promotion	Seniority Internal promotion	Performance Internal and external promotion

III. Micro: Human Resource Management

Table 9.3 (continued)

Functions	Traditional HRM approach	New HRM approach
Compensation	Seniority-based Group-based incentives Numerous fringe benefits No profit sharing Monthly pay system by <i>hobong</i>	Performance-based Differential incentives Limited fringe benefits Profit sharing (limited) Annual pay by individual ability
Labor relations	Lifetime employment No part-time workers No lay-off	No guarantee of lifetime employment Part-time workers (contract-based) Lay-offs if necessary
Training and Development	Extensive	Less extensive

III. Micro: Human Resource Management

Traditional HRM

- Recruitment
 - Based on personal connections (family, educational and regional ties)
 - Chaebuls recruited new graduates through open examinations with strong preference given to those graduates from a few prestigious universities in Korea.
 - Discriminatory HRM practices
 - Treat more favorable to white-collar workers than blue-collar workers
 - Discriminate heavily against female workers
 - Once women had children they would leave the firm and not return, were less likely to be employed in the first place
 - Women were discriminated against when recruiting for upper management positions

III. Micro: Human Resource Management

Traditional HRM

- Training and Development
 - Chaebuls put strong emphasis on training their employees, under the strong perceptions.
 - Several Chaebuls established their own well-resourced and supported training centers.
 - Provide their new employees with a long orientation period to promote corporate values, group harmony and loyalty through group training
 - Emphasize team spirit and adaptability in training to develop generalists
 - Practice job rotations regularly
 - Provide extensive training to all levels of senior managers, as companies rely on the internal promotion system

III. Micro: Human Resource Management

Traditional HRM

■ Promotion

- Performance evaluation – not important under seniority payments and long time employment practices.
 - As Korean culture places great value on ‘face-saving’, a fair and objective evaluation was difficult.
 - As Korean culture places value on ‘*in hwa*’ (group harmony), managers were particularly reluctant to identify poor performers
- Confucian society, the success of person is judged by his status or rank, and promotion brings great prestige to himself and his family.
- Promotions were sourced in-house and were based on seniority
- Process of promotion
 - Involving an assessment of an employee’s seniority, performance, personality, educational credentials, sincere efforts and results of tests conducted by companies for promotion purposes
 - Seniority was generally the most important

III. Micro: Human Resource Management

Traditional HRM

- Compensation
 - Based on seniority and educational qualification
 - Korean wage structures: contracted basic wage, various allowances, bonus and fringe benefits
 - Basic wages & numerous allowances – paid monthly
 - Bonus payments – normally given 3 to 5 times a year
 - Under the corporate familism & under the perception of life time employment, fringe benefits were important factor of the Korean compensation
 - Providing housing, loans and tuition fees for their employees' children
 - Supporting their employees' pursuit of higher education, from masters to doctoral programs

III. Micro: Human Resource Management

New approach to HRM

- Recruitment
 - Emphasis on recruitment of specialists rather generalists
 - Korean leading companies now seek specialized professionals
 - The important selection criterion for professional staffing
 - Creativity and challenge, integrity, cooperation and technical competence, rather than the prestige and status of universities
 - The selection process for professional staffing
 - Emphasis on aptitude tests to access applicants' competency
 - Emphasis on interviews to access applicants' values, characteristic and creativity
 - Do not require the names of schools of applicants to eliminate prejudice.
 - Leading Korean companies now rely not only on internal human resource but also on the external labor market for recruitment
 - 79% of the companies have had experience of recruitment from outside sources

III. Micro: Human Resource Management

New approach to HRM

- Training and Development
 - Focus on the development of specialized professionals rather than the development of generalists
 - However, Korean companies still seek to maintain the strengths of the traditional HRM, such as group harmony and employees' loyalty and commitment
 - Companies look for a balance between these competing demands and continue to operate traditional programs focusing on enhancing corporate culture

III. Micro: Human Resource Management

New approach to HRM

- Compensation
 - As companies increasingly implement performance-based compensation and differential incentives, evaluation has become an important part
 - Evaluation emphasizes performance in tasks, duties and responsibilities, and competence in skills and knowledge
 - Utilize evaluation now as a tool for career development
 - As a compensation, performance-based pay systems are introduced
 - As a compensation, a profit-sharing program is introduced
 - As the annual salary system based on performance is increasingly introduced
 - However, fringe benefits are still used quite extensively and those are based on financial need or the individual circumstances of staff members – not on performance

Table 1 International Comparison of Workers' Propensity to Move

(%)

If you expect that your company will experience a prolonged decline in business, and you are offered a job with a more prosperous company, would you:	U.S	Japan	Korea			
	1960	1960	1973	1979	1981	1990
1. Stay with the company and share whatever future may bring because you have confidence in management	39	38	41	28	31	32
2. Stay with the company provided management pledges to keep you employed, though perhaps at reduced pay	7	16	6	8	11	7
3. Stay with the company provided management pledges to try to keep you employed and not to reduce your pay	30	43	31	34	31	31
4. Leave the company and take a job with the more prosperous company	25	3	22	30	27	30
Numbers of workers sampled	1,042	958	1,436	10,339	2,404	1,807

Source: Whitehill, and Takezawa (1968); Kim (1975); Korea Development Institute (1981).

III. Micro: Human Resource Management

New approach to HRM

- Promotion
 - Promotion is increasingly being based on performance and ability
 - Samsung introduced a merit-based promotion system, although it was intended to supplement seniority-based promotion

III. Micro: Human Resource Management

Foreign perception of Korean HRM

- To assess perceptions held by foreign business people of change in the Korean HRM system, this study survey to the foreign workers
 - Sample: Foreign workers who were employed by foreign companies in Korea
 - Data collecting: May and July 2002

Table 9.4 Respondents' view of changes in the Korean HRM system

Type of change	No.	Average rating	Standard deviation
Disappearing life time employment practices	64	3.156	1.130
Increases in the lay-off of workers	63	3.032	0.999
Merit-based promotion and compensation	65	2.615	0.963
Willingness to hire foreign workers	64	2.719	1.046
Recruitment by merit- rather than by personal connections or university background	65	2.462	1.047
Disappearing seniority system	66	2.394	1.080
Average	64	2.730	1.015

III. Micro: Human Resource Management

Foreign perception of Korean HRM

■ Results:

- Respondents generally viewed HRM in Korea as having changes little
➔ Average score of all dimensions is 2.73
- Foreigners generally agreed with the view that lifetime employment practices are disappearing (3.156)
- Respondents marginally agreed with the view that 'lay-off of workers is increasing (3.032)



- This indicates a perception that, although lifetime employment practices are disappearing, other conventional HRM practices are changing little
- These include the practices of promotion and compensation, recruitment and the seniority system
- Foreigners also disagreed that change was evident in Korean companies' willingness to hire foreign workers

Talent Identity of Korean Leading Companies



We value people



- Who stick to the basics
- Who are full of creativity
- Who possess the right philosophy
- Who continuously challenge themselves to become the world's best innovators



We are value Creators with Creativity, Passion, Collaboration



Challenge the Future with Passion and Commitment



Make the World Better through Learning and Creativity



Connect, Communicate and Collaborate with Open mind



we need...

NEW THINKING CREATOR
NEW POSSIBILITY EXPLORER

Management Philosophy of Korean Leading Companies



To devote our talent and technology to creating superior products and services that contribute to a better global society

Our values



People



Excellence



Change



Integrity



Co-prosperity

Management Philosophy of Korean Leading Companies



Creating value for customers
Respecting human dignity

LG Way

The LG Way includes LG's core beliefs, values, and aspirations. It illustrates a vision that guides the thoughts and actions of LG employees in attaining the ultimate goal of becoming a "No. 1 LG." The LG Way is reached through the practice of **"Jeong-Do" Management** and LG's management principles, "Creating value for customers" and "Respecting human dignity."



Management Philosophy of Korean Leading Companies



Realize the dream of mankind by creating a new future through ingenious thinking and continuously challenging new frontiers

Realize the dream of mankind by creating a new future through ingenious thinking and continuously challenging new frontiers.

Unlimited Sense of Responsibility

Realization of Possibilities

Respect for Mankind

Open employment



채용정보 ■ Recruitment period

Annual the first(Mar-May) or latter(Sep-Nov) half of the year

채용안내 ■ Qualification of examination

- 채용안내
 - 채용공고
 - 채용소식
 - 채용일정
 - 롯데 공모전
- Educational attainments equal to and higher than those of high school graduate
 - Possibility of overseas travel, completing military service
 - Giving special treatment for the disabled person or men of national merit

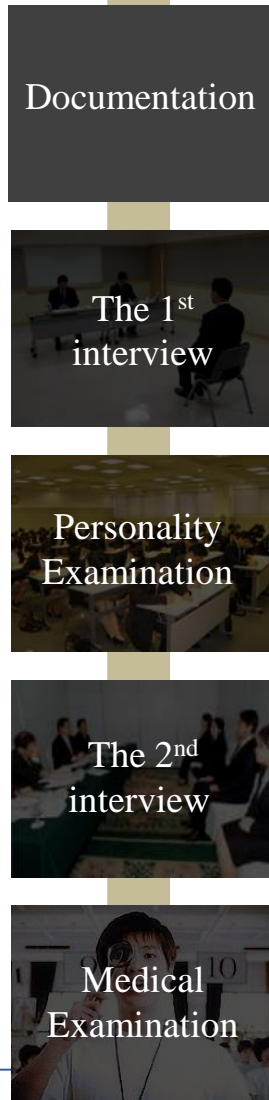
*Specific qualifications or examinations are different from companies or areas.

- Application - The 1st selection
 - Examination and interview
- The young who do not afraid of failure
- The young who effort to develop his/her own ability consistently
- The young who know cooperation and yield

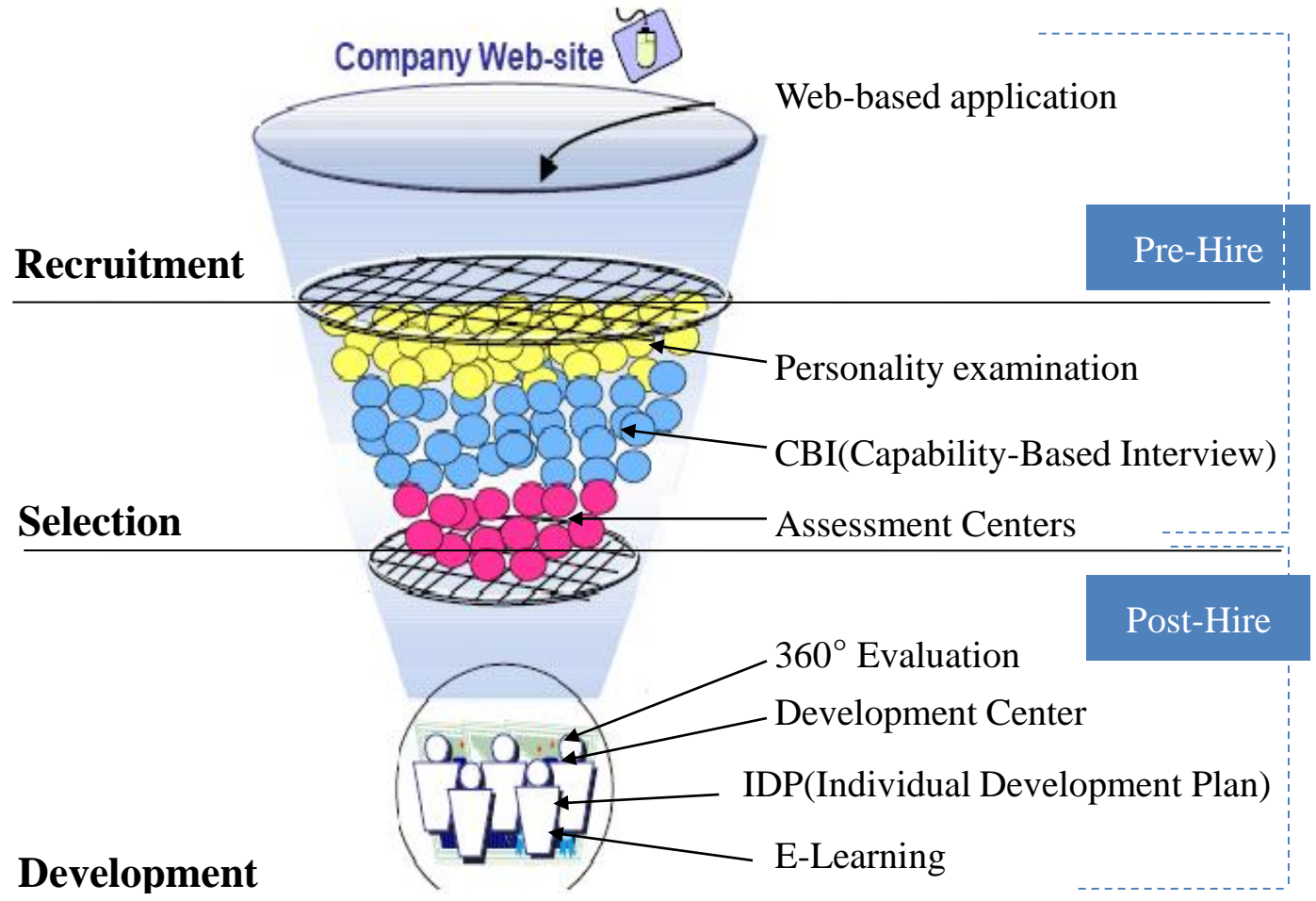
The right people



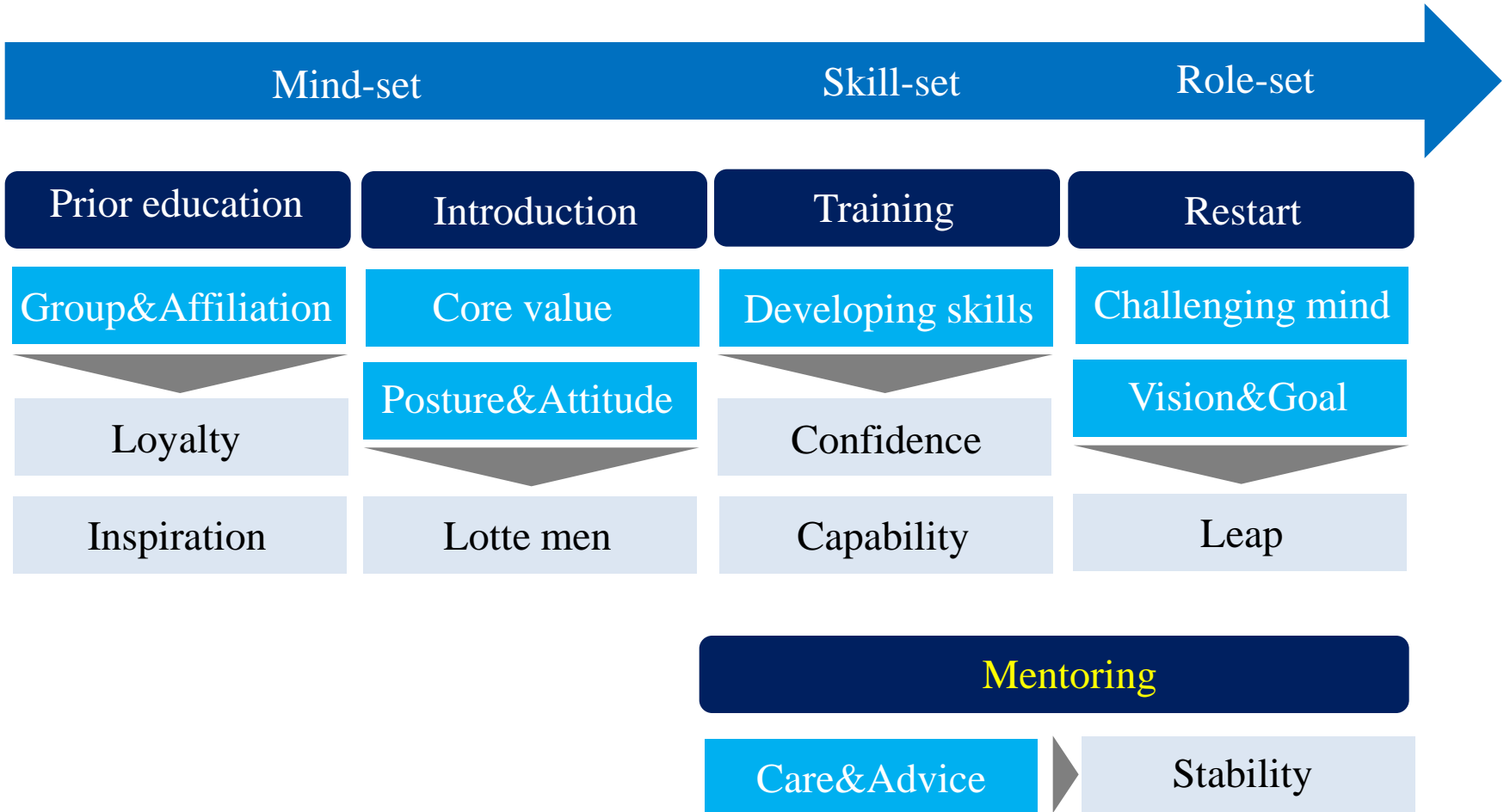
Selection process



RJP (Realistic Preview)



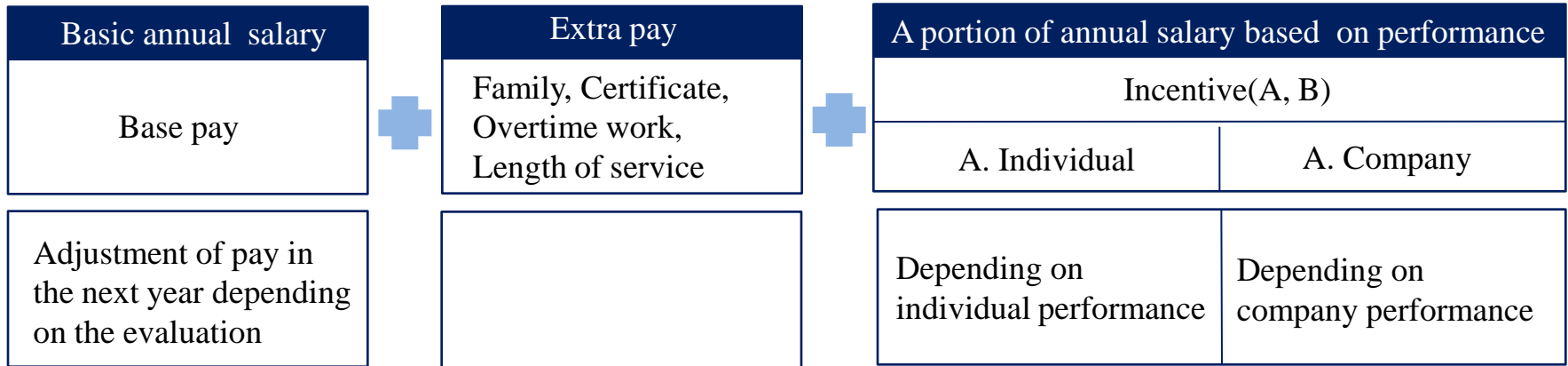
Training system



Promotion system

Type	Evaluation Standard	
	Evaluation Criterion	Basic Requirement
Deputy department head → Department head	<ul style="list-style-type: none"> - Evaluation during the past 3 years - Annual score - Reward & Penalty - Score of training 	Completing the basic training course of Deputy department head (pass)
Section chief → Deputy department head	<ul style="list-style-type: none"> - Evaluation during the past 3 years - Annual score - Reward & Penalty - Score of training 	Completing the basic training course of Section chief (pass)
Acting section chief → Section chief	<ul style="list-style-type: none"> - Evaluation during the past 3 years - Annual score - Reward & Penalty - Score of training 	Completing the basic training course of Acting section chief (pass)
Deputy section chief → Acting section chief	<ul style="list-style-type: none"> - Evaluation during the past 3 years - Annual score - Reward & Penalty - Score of training 	<ul style="list-style-type: none"> - Passing a qualifying examination for promotion in the second level - Possession of information tech - certificate

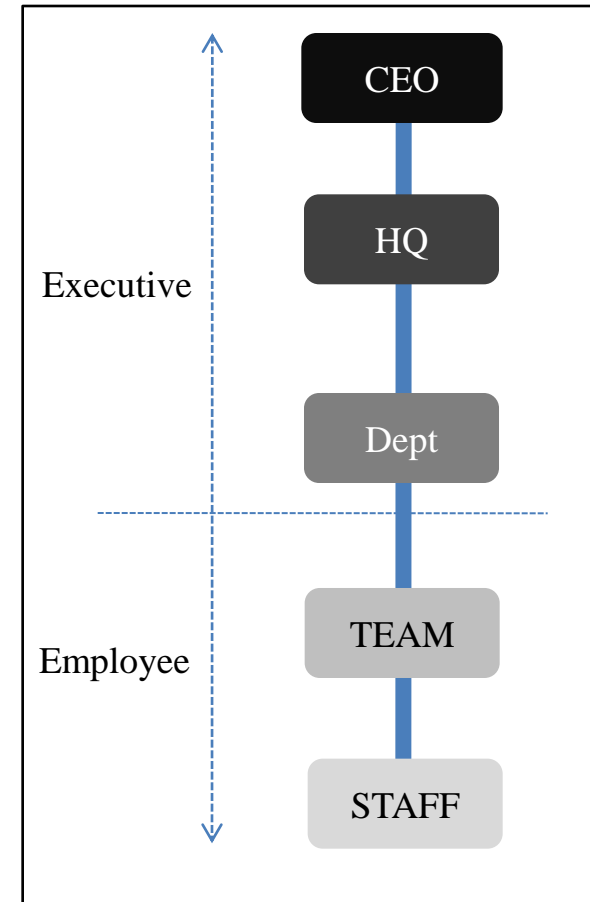
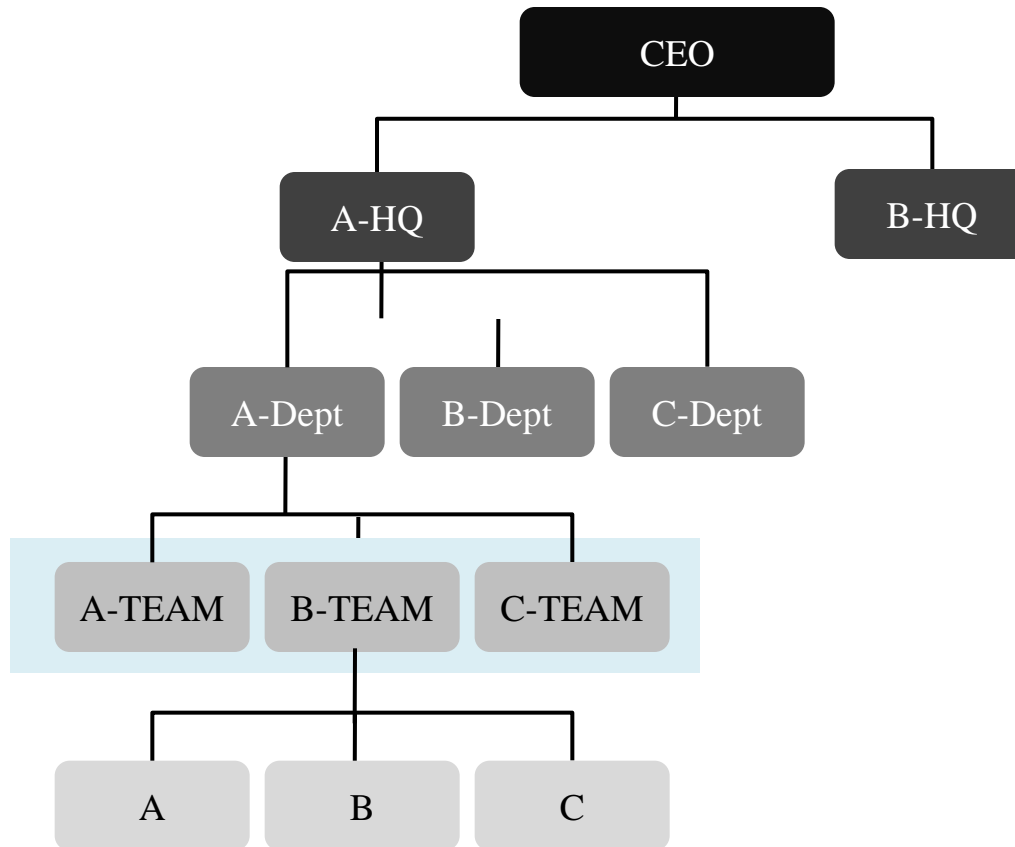
Payment & Welfare system



- Level of payment: 24,700 ,000– 41,000,000 won(in 2008)
- Applying the annual salary system from the level of acting section chief

- Welfare
 - Housing & housing loan and vacation facilities
 - Educational expenses for employees' children
 - Gift for national holiday(New year's day or Chuseok) or special anniversary
 - Pay for family event, medical examination, etc.

Organizational structure



KOREA



Q&A