

A Preliminary Study on the Current State of Human Resource Development in Enterprises

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This study has been carried out to develop time-series data that can be used as basic data for diverse in-depth studies on the collaboration between the educational training market and the labor market to develop human resource in enterprises. The study also aims to investigate the validity of database construction based on the above time-series data, and adopts the longitudinal survey method needed to continuously construct the data of human resource development in enterprises.

The study begins with the identification of up-to-date topics through the analysis of domestic situation and cases in foreign countries in regards to human resource development in enterprises.

In order to construct the data capable of continuously tracking changes in the place of business, the study verified the validity of survey through a preliminary survey conducted by the persons in charge of human resource development and identified problems found in the survey procedure.

Based on the result of the above survey, the study presents the survey method for the future and an ideas for improvement in carrying out the survey.

I. Major issues and outcomes of the survey of the place of business

One of the primary findings of the survey was the shift in the employment of human resources from the traditional, regular and open employment to irregular employment occurring as need rises for new personnel. In advertising for recruitment the mass media,

including the newspapers and television is most commonly utilized, The rapid increase in the use of the internet for recruitment is an emerging trend. In the case of jobs in the manufacturing sector, employment through national & public job stabilization institutes is also increasing.

Regarding the supply and demand of human resources it was found that the insufficiency of human resources in the production sector, including technical jobs in the manufacturing industry, is relatively high. To cope with this lack of human resource, 'employment of necessary human resource' is used the most. The most important factors in selecting human resource are the individual's major skills (41.9%) and basic job skills (24.7%). The fact that manpower demands vary according to the type of job makes it difficult to supplement the necessary human resources. Education and training of staff in professional technical jobs is mainly needed due to the low level of skill and technology of the staff, while training for skilled workers is necessary mainly because of the absolute shortage of human resources.

The most reliable barometer for job competency identified was working career (77.1%), whereas only a few (1.7%) responded that academic career was a more reliable measure than working career. When the working career and the academic career are identical between two persons, the person who holds a licence is considered as having higher job competency.

The survey discovered that only 20.7% of all workplaces have an educational training organization and personnel to deal exclusively with human resource development. 35.1% have neither an organization nor personnel, which shows that the system of human resource development has not yet been systematically established in the place of business. In each workplace, the degree of the labor union participation in human resource development is shown as being slight. The management system of human resource development is especially weak in small-sized companies and non-manufacturing businesses.

Based on the survey results some obstacles in pursuing human resource development were identified. These were: the difficulty in the development of educational training programs, the understanding of training effects, the transfer of manpower, and the

shortage of training facilities and equipment.

During the year 2000, 36.5% of the enterprises surveyed provided educational training in the workplace. Among them, 21.8% operated educational training that is governed by the Ministry of Labor, and 32.4% operated training under supervision of the employer without any financial support from the government. The major types of training programs are job improvement training and educational training for different levels. The major targets for the training are the administrative managers and executive members of the company. The participation of the production workers such as in manufacturing techniques or skills, is very scarce. 43.2% of the surveyed places of business have an evaluation program, and most of them operate this program when it is necessary. However, the result of evaluation is rarely reflected on performance rating. Also, about 40% answered that they would reduce or cancel the training program if the support from the government were cut off, which shows the necessity of a system to support vocational education and training.

In the competency development programs for the employees in the places of business, the support for attending the educational training (54.9%) is the highest, and the certificate acquisition support, the tuition support, and schooling expense support follow in that order.

Only 9.2% of the places of business operate career development programs for their employees. The preferred methods are: career background management of educational training, career background management of employees, and performance rating system. Only 23.6% of the places of business manage a qualification system.

Industry-education cooperation is relatively inactive as shown by the low percentage (15.5%) of workplaces where some form of industry-education collaboration takes place. Industry-education collaboration is practiced most often in the form of on-the-job training for students.

The survey showed that various efforts need to be made by different stakeholders for improving human resource development. In the places of business, the management should be made more aware of the issue, education and training for the workers should be more systematically conducted, and change of perspective should be brought about

among workers themselves. The government, on the other hand, should establish a long-term vision and a consistent set of policies of human resources development. The government should also endeavor to gain greater support from small-and-medium enterprises.

Human resource development, in general, is relatively systematic in the large manufacturing companies. In the smaller companies and non-manufacturing companies it is not as strongly and actively pursued. Multilateral support from the government should be extended to small-and-medium enterprises and non-manufacturing companies.

II. Selection of survey types for the study

Despite the excellence of panel survey, it is realistically difficult to use this method as it requires a large budget, cooperation of a survey firm, and high panel attrition of the places of business. An alternative is to collect time-series data through the annual or periodical latitudinal survey until conditions favorable for carrying out the panel survey is established.

III. Ways to improve operation of the survey

One improvement can be made in the sampling of respondents. A sample group should be representative of the recruited group, and the volume of the sample must secure the required statistical reliability.

The effect of the interview survey must be enhanced through the construction of a list of places of business for the survey.

The quality of the place of survey and the system of compiling the survey data should be corrected and supplemented for the optimum volume of the survey. This adjustment can be made based on the results of the preliminary questionnaire survey.

A guide to responding to the survey questionnaire can minimize the problems respondents often face in answering. The factors of accuracy and utility of survey must be enhanced by giving orientation to the interviewers based on the survey guide.

In order to increase the quality as well as the success rate of the questionnaire survey, a minimum of two months' survey period must be secured during the first half of each year.

The accumulation of time-series data through a scientific and organized investigation and analysis must precede in order to construct a comprehensive database on human resource development in the places of business. The construction of the database must be based on a number of smaller databases, namely the database on groups selected for the survey, the database on actual conditions of human resource development in places of business, and the database of secondary data analysed and processed from the original data. The construction of such a database would have maximum effect when a series of processes such as the development of questionnaire survey, the survey of workplaces, the formation of statistical data, and the development of database contents are continually performed with consistency.

IV. The proposal

The survey should be executed at the national level. In order to do this, a general management system that can regularly produce basic statistical information with consistency, needs to be constructed under the supervision of an expert research institution, such as KRIVET.

Research and survey should be conducted simultaneously on the employers and the employees so as to obtain comprehensive information on how workers and enterprises respond to the changes in the surrounding environment.