
An Analysis of Organizational Factors That Increase Women's Ambition for Promotion

Emiko Takeishi

Hosei University

Women have low levels of ambition for promotion in comparison with men. If nothing is done to rectify this situation, the number of women in managerial positions will not increase. This paper addresses the issue that women's ambition for promotion may be strongly determined by factors related to the companies and workplaces in which they work ("organizational factors"), and describes empirical analysis conducted to ascertain specifically what kinds of organizational factors it is linked to. In this analysis, a clear distinction is drawn between two different organizational factors: "measures and systems," which are implemented at the corporate level, and "workplace conditions," which are viewed in terms of employees' awareness of the implementation of such measures and perception of their supervisors' management approaches. The results reveal that while the implementation of measures at corporate level has only limited effects, the conditions of the workplaces in which women work play an important role in increasing their ambition for promotion. More specifically, it is important for female employees to recognize their companies' efforts to engage in measures to support women's career advancement and measures to support balancing work and family life, and for supervisors to pursue appropriate management approaches, including efforts to support the career development of subordinates. Supervisors currently manage their subordinates differently depending on their gender, and it is important for companies to develop measures such that they encourage supervisors to support female subordinates in developing their careers.

I. Introduction

Supporting women's career advancement is regarded as an important policy for Japan's growth strategy, and the Japanese government is pursuing efforts to ensure that women occupy at least 30% of all "leadership roles" (managerial positions in companies or organizations, roles in highly specialist professions, and Diet or local assembly members) in Japanese society by 2020.

Ensuring that women demonstrate their abilities is important for personnel management strategy. In companies that have made efforts to pursue measures to support balancing work and family life, the retention rate of female regular employees has risen,¹ but it is becoming increasingly apparent that there are issues to be addressed regarding opportunities

¹ According to the 14th National Fertility Survey by the National Institute of Population and Social Security Research, the percentage of women who remain in employment around the time of giving birth to their first child has increased from 40.4% for women who gave birth between 1985 and 1989, to 52.9% for women who gave birth between 2005 and 2009, if the figures are limited to women who were "regular employees" after giving birth.

for female employees who remain in their jobs to demonstrate their abilities. This is represented by the low percentage occupied by women among managerial positions (*kanrishoku*). While the percentage of women in managerial positions is on the increase in the long term, in 2014 it was as low as 9.2% among section managers (*kacho*) and 6.0% among division managers (*bucho*) (Basic Survey on Wage Structure, Ministry of Health, Labour and Welfare). Moreover, only 56% of Japanese companies with 30 employees or more have female managerial employees in positions equivalent to or higher than section manager (including company directors) (2013 Basic Survey of Gender Equality in Employment Management, Ministry of Health, Labour and Welfare).² While it would of course be wrong to suggest that promotion to managerial level is the only desirable career path, the fact that women are not being assigned to managerial positions despite remaining in continuous employment for greater numbers of years highlights the many problems related to women's opportunities to demonstrate their abilities.

The limited number of female managerial employees can be attributed to two types of issues: problems related to women, and problems related to the companies and workplaces in which they work. Companies in which women occupy only a limited percentage (less than 10%) of managerial positions or no managerial positions at all give reasons such as: "there are currently no female employees that possess the required knowledge, experience, or decision-making capacity" (54.2%), "there are currently no female employees that fulfill the necessary conditions for appointment to managerial positions, such as the required number of years in employment with the company" (22.2%), "female employees remain in continuous employment for only limited numbers of years, and retire before they reach managerial positions" (19.6%), and "women do not request to be appointed to managerial positions" (17.3%) (2013 Basic Survey of Gender Equality in Employment Management, Ministry of Health, Labour and Welfare). As this shows, there are companies that cite problems such as the tendency of women to leave the company and issues regarding women's ambition for promotion. If there are such gender gaps in willingness toward continuous employment and ambition for promotion, it can be suggested that it is rational that corporate management executives are not inclined to take a proactive approach to promoting women's career advancement.

However, as will be explained in the following section, it is thought that the reluctant attitude of companies toward women's career advancement and the decrease in women's ambition toward their work is currently forming a vicious cycle. Behind the extremely low percentage of women appointed to managerial positions in comparison with men are factors related to organizational-level issues in the processes leading up to promotion. There are issues on the part of companies, such as the fact that there are insufficient efforts at the company level to ensure that women have opportunities to demonstrate their abilities, and

² The changes and current state of female managerial employees in listed companies have been closely analyzed by Takasaki and Sato (2014). Looking at individual companies, it is clear that no significant changes in the percentage of female managerial employees can be seen since 2006.

that work management and other forms of management in workplaces do not accommodate women sufficiently in comparison with men.

It is essential to break the vicious cycle described above in order to ensure successful efforts to support women's career advancement in Japan. This paper addresses the fact that to break the cycle corporate organizations need to develop conditions that will ensure that women actively consider developing their professional careers. While recognizing that women have less ambition for promotions than men, this analysis focusses on what kinds of "organizational factors"—namely, factors related to their company of employment and specific workplace—women's ambitions for promotion are linked to, and whether these factors differ from those for men. A clear distinction is drawn between two organizational factors: "measures and systems," which are implemented by companies at the corporate level, and "workplace conditions," which are viewed in terms of employees' awareness of the implementation of such measures and perception of supervisors' management approaches. Kawaguchi (2012) demonstrates that the implementation by companies of efforts to support women's career advancement increases the ambition for promotion among women. However, Wakisaka (2009) highlights that efforts made at corporate level are not always properly recognized in workplaces. In Matsushige and Takeuchi (2008), results of the analysis of data on the pharmaceutical manufacturing industry indicate a possibility that the impacts of personnel management measures regarding promotions for women differ depending on the division or work type, suggesting that systems and measures implemented by companies do not always have the same influence on employees.

The data used in this paper are the responses of questions posed to corporate personnel management divisions about their efforts for supporting women's career advancement, etc., and also the responses of questions posed to employees regarding their awareness of corporate efforts and perception of workplace conditions. By matching the two sets of data together for analysis, it is possible to look at both the measures implemented by companies and the conditions of the actual workplaces in which employees gain their experience.

Section II of this paper reviews prior research on the current state and factors behind female promotions. On the basis of the points established in Section II, Section III sets out the issues to be addressed in this analysis and the framework for doing so. Section IV then presents the results of analysis. Having demonstrated the current state of promotions of women to managerial positions in the surveyed companies, and the current state of ambition for promotion among males and females, the analysis addresses organizational factors linked to non-managerial employees' ambition for promotion to positions equivalent to or higher than section manager, for males and females respectively. The analysis also looks at the current state of managerial employees' approaches to managing subordinates, which has been picked out as a key factor in ambition for promotion. Section V concludes the paper with a summary of the analysis results.

II. Prior Research on the Current State of and Factors behind the Promotion of Women

Research on gender gaps with regard to promotions has been accumulating since the late 1980s, when the Equal Employment Opportunity Act came into effect (1986). Examples of case studies on individual companies include Nakamura (1988), Lam (1992), Tomita (1993), and Matsushige and Umezaki (2003), and research using macro data includes Takeishi (1987) and Nakamura (1994). These studies reveal that there are different management systems for men and women regarding promotion—even in the retail and finance industries, which have high percentages of women—and that women's career development patterns are often different from men's due to work experience and transfers based on consideration of family responsibilities and other factors. This in turn leads to the limited number of women with managerial titles and the fact that even when women are promoted it is comparatively later in their careers than men.

Likewise, among more recent research Yamaguchi (2013) reveals that in the case of promotion to managerial positions in Japanese companies, gender is more important than differences in human resources. A major factor behind the low percentage of women in managerial positions in Japan is that companies treat women differently to male employees because they see the short periods that female employees remain in continuous employment as a risk. Japan's system of career development based on remaining in continuous employment long term has many disadvantageous aspects for women who tend to take breaks from employment. Takeishi (2006) points out that the rise in retention of female employees by companies in the 1990s led to the promotion of women, and shows that the intensification of internal labor markets hinders the promotion of women to managerial positions.

Employees develop their work experience in the division that they are assigned to and expand their experience through transfers, allowing them to accumulate varied work experience. As it is in the course of gaining work experience that employees' achievements are assessed, in turn giving them opportunities for promotions, the way that career development is supported (or not supported) in the environments in which women work is a key factor in whether or not they are promoted. The theory of "statistical discrimination"³ has been adopted to suggest that as Japanese companies attach importance to careers being developed on the basis of long-term continuous employment at the same company, it is in some respects rational that this male-oriented career development system is not applied to female employees, whose average number of years in continuous employment is clearly lower than that of males. In their analysis of differences in promotion systems for men and women using company personnel management microdata, Kato, Kawaguchi, and Owan (2013) note that a significant positive correlation between the number of hours worked per year and

³ "Statistical discrimination" was developed as a theory by Phelps (1972) and Aigner and Cain (1977) among others.

promotion rate can be observed only in the case of women. On this basis they highlight that it is important for women seeking promotion to demonstrate their commitment to work by working long hours, and suggest that in order to avoid statistical discrimination, women are expected to display their ambition through their approach to work.

However, Yamaguchi (2008) suggests that such a practice is in fact *irrational*, as while companies do not wish female employees to leave employment, they increase the probability of this happening by assuming that female employees will leave employment and by consequently treating female employees in a discriminatory manner. Hewlett and Sherbin (2011) also note that in Japan the gender gap in treatment in companies and workplaces and the decrease in women's ambition toward work has created a "vicious cycle."

This brings us to the question of what kinds of companies have high percentages of women among managerial employees. Matsushige and Takeuchi (2008) analyzed the effects of employment support measures for women on the percentage of female managerial employees. While they found no suggestion that measures directly increase the percentage of women among managerial employees, they highlighted the process by which family-friendly measures lead to the promotion of women by lengthening the periods that women remain in continuous employment. Yamamoto (2014) notes that companies with high percentages of female managerial employees have characteristics such as short working hours, high levels of job mobility, gradual wage curves, and the introduction of substantial measures for supporting work-life balance. As such research demonstrates, one approach for breaking the vicious cycle hindering the promotion of women is the development of proactive efforts within company organizations to support women's career advancement.

This paper addresses women's ambition for promotions. Other research addressing similar issues includes Yasuda (2009), Kawaguchi (2012), Yasuda (2012), and the Japan Institute for Women's Empowerment & Diversity Management (2013). Yasuda (2009) confirms the differing ambitions toward promotion to managerial positions among women in the managerial track (*sogoshoku*), and suggests that as women who have high levels of ambition for promotions to managerial positions need to receive training, support for personal development, equal treatment for men and women, fair personnel evaluation, and other conditions. If the gender gap in ambition for promotions is due to differences in preferences between men and women,⁴ there is little prospect of an increase in the number of women in managerial positions in the future. With regard to this, Kawaguchi (2012) demonstrates the importance of corporate personnel management measures, on the basis that companies can increase the ambition for promotion of men and women by taking positive action. This research focuses on the personnel management measures implemented by companies.

However, Ouchi (1999) suggests that supervisors and workplace conditions play key roles, because it is important for each female employee to find their own career direction by

⁴ The differences in sense of competition, etc. between males and females are addressed by Gneezy and Rustichini (2004), Niederle and Vesterlund (2007), and Pinker (2008) among others.

developing skills through appropriate on-the-job training and transfers. Sato and Takeishi (2010) also highlight the importance of the role of supervisors in particular. In order to encourage women to pursue careers, it is important for women to be assigned to “work that allows them to acquire the abilities required for promotion to a higher position” and to receive “a share of work responsibilities and advice and/or guidance that supports their career development” at their assigned workplaces. They suggest that while there are many companies in which the personnel management division has the authority to make decisions on hiring and the first position that an employee is assigned to, in many cases managerial employees in the workplace have the authority to decide on transfers within the division after the employee has initially been assigned, and therefore the treatment that women receive in their workplaces, including managerial employees’ stances toward supporting the career development of subordinates, may have a significant impact on the ambitions of female employees. Even in the US, where the promotion of women is increasing, it is noted that there is a glass ceiling that prevents the promotion of women to higher-level managerial positions. It has been suggested that the factors behind this are related to issues at the workplace level, such as the fact that there are differences in work experience between men and women (Ohlott, Ruderman, and McCauley 1994) and issues related to supervisors’ perceptions (Hoobler, Wayne, and Lemmon 2009; Elacqua et al. 2009).

However, there is a limited amount of research demonstrating the impacts of not only corporate level personnel management measures and systems but also experience at the level of workplaces and work as determining factors in the ambition of women for promotions. Yasuda (2012) conducts analysis incorporating factors such as the work characteristics, workplace characteristics, and supervisor types in the ambition of women for promotions. While this revealed a weak correlation with how caring the supervisor is, it did not find clear relationships with other workplace factors. On the other hand, the Japan Institute for Women’s Empowerment & Diversity Management (2013) focusses on the important role played by supervisors’ management styles—such as the characteristics of their workplace management, the way in which they evaluate employees, and the way in which they assign work—in the ambition of women for promotion. They focus on female regular employees with children and observe the workplace supervisors’ management approaches toward such employees before they became pregnant with their first child, after they returned to work, and at present, demonstrating that the way that supervisors manage their workplaces has an impact on the ambition of women for promotions.

III. Issues for Analysis and Data Used for Analysis

1. Issues

The gender gap in ambition for promotions to managerial positions is clear from previous research, and if the ambition of women for promotions is allowed to remain low as it is, the number of women in managerial positions will not increase. There are those who

argue tenaciously that the low number of women in managerial positions can be attributed to the fact that women do not wish to obtain managerial positions, but this paper pursues analysis on the basis of the hypothesis that the ambition of women for promotions is determined by the conditions of companies and workplaces, and other such factors related to the workplace environment in which they are placed. It investigates the possibility that by changing the conditions of the workplaces in which women work it will be possible to increase the ambition of women for promotions and break the aforementioned “vicious cycle.”

In this paper, the “organizational factors” that determine ambition for promotions are clearly divided into two factors—firstly, formal personnel management systems and measures at the company level, and secondly, workplace conditions, in terms of employees’ awareness of the implementation of such measures and perception of supervisors’ management approaches—and the focus is placed on the importance of the factors related to workplace conditions. Previous research focuses on either factors related to measures and systems at the corporate level *or* factors related to workplace conditions, but this paper is distinctive in that its analysis combines both, by matching data on the state of implementation of measures in companies with data from attitude surveys of employees. It has been demonstrated that the implementation of positive action and measures to encourage work-life balance (including measures to support balancing work and family life) as part of company personnel management systems plays an important role in encouraging women to remain in their jobs and promoting their career advancement (Takeishi 2006, etc.) and increases women’s ambition for promotions (Kawaguchi 2012, etc.). However, as noted by Sato and Takeishi (2010), due to the fact that career development takes place where the employee actually works, it is conceivable that supervisors’ attitudes toward supporting career development and other conditions individual to workplaces directly affect the ambition of women for promotions. This paper focusses on factors related to workplace conditions on the basis that the positive action and other efforts made at company level that have been highlighted in previous research increase the ambition of women for promotions through changes in workplace conditions, such as employees becoming aware of such efforts, and the development of such measures at company level having an impact on the attitudes of supervisors toward supporting career development.

2. Data

The data used for analysis are the results of the Survey on Careers and Work-Family Balance of Male and Female Regular Employees (2012), conducted by the Japan Institute for Labour Policy and Training in October 2012.⁵ The subjects were as follows:

- (a) Company survey: A total of 12,000 companies (6,000 companies with 100–299 em-

⁵ Takeishi (2014) provides detailed results of analysis using this data. This paper is a reanalysis through close examination of the analysis content.

employees and 6,000 companies with at least 300 employees) were surveyed and valid responses were received from 1,970 companies.

- (b) Managerial employee survey: The subjects were managerial employees (positions equivalent to or higher than section manager) of the companies surveyed for the company survey. Five subjects were selected from each of the companies with at least 300 employees and three subjects were selected from each of the companies with 100–299 employees. 5,580 valid responses were received (947 from female managerial employees).
- (c) Non-managerial employee survey: The subjects were white-collar non-managerial employees (team leader [*shunin*]/assistant manager [*kakaricho*] or lower) of the companies surveyed for the company survey, and were aged 25–54. Five male and five female subjects were selected from the companies with at least 300 employees and three male and three female subjects were selected from each of the companies with 100–299 employees. 10,128 valid responses were received (5,044 from female employees).

In this paper, the factors determining the ambition for promotion of non-managerial employees are analyzed by matching data from the company survey and data from the non-managerial employee survey. In the case of the non-managerial employee survey, the subjects for analysis have been limited to employees who are under 40 years old and have completed an undergraduate education or higher. As a result, the number of non-managerial employee survey subjects that can be analyzed here is 4,227 employees (2,495 males; 1,732 females) and the number of samples that can be matched with company data is 3,591 employees (2,130 males; 1,461 females). The reason for limiting the subjects of analysis to employees under 40 years old is that if the age bracket in which the number of promotions increases is included in the subjects, it would result in the inclusion of many employees who were not promoted, and in turn lead to bias in the results.⁶ The analysis subjects were also limited to employees who have completed an undergraduate education or higher because career development and promotion structures generally differ according to academic background.

⁶ Looking at the age distribution among the responses to the managerial employee survey for “positions equivalent to section manager,” the percentage of employees aged 40 or over is 85% for both males and females. The company survey also shows that in the case of 71% of companies, the average number of years that university graduates remain in employment until being appointed section manager is “at least 15 years.” As there are many companies in which promotion to positions equivalent to section manager starts at around the age of 40 on average, it was decided to regard employees in the under 40 age bracket as the employees that are going to be promoted to section manager or higher in the future.

IV. Analysis Results

1. The Current State of Women's Promotion to Managerial Positions Based on the Results of the Company Survey

Let us start by looking at the results of the company survey to ascertain the current state of women's promotions to managerial positions.

The average percentages of women among managerial employees are 6.1% in positions equivalent to section manager, 2.7% in positions equivalent to or higher than division manager, and 5.3% in positions equivalent to or higher than section manager. The percentages differ between industries, and there are high percentages of women among employees in positions equivalent to or higher than section manager in "service" (10.7%) and "medical and welfare" (41.8%). However, these percentages are low in a number of industries, including manufacturing (2.5%), and also finance, insurance, and real estate (5.4%) and wholesale and retail (4.7%), which are industries with relatively high percentages of women. Half of the companies surveyed have 0% female employees in positions equivalent to or higher than section manager (see Table 1).

2. Employees' Ambition for Promotion to Managerial Positions

Let us now look at the ambition of non-managerial employees for promotion to positions equivalent to or higher than section manager. As shown in Table 2, there is a significant difference in the ambition for promotion between men and women. The percentage of male employees who wish to be promoted to "positions equivalent to or higher than section manager" is 63.2% for male employees from all academic backgrounds, and 69.4% for male employees who have completed an undergraduate or graduate education. In contrast, the percentages for female employees are low, at 14.8% for female employees from all academic backgrounds and 21.1% for female employees who have completed an undergraduate or graduate education. On the other hand, more than half (51.2%) of the female employees who have completed an undergraduate or graduate education responded that they would be "content without an assistant managerial or managerial position." Looking only at those employees who have "completed an undergraduate or graduate education and are aged under 40"—the subjects for the analysis that follows—the percentages of employees who wish to be promoted to "positions equivalent to or higher than section manager" are 72.9% for males and 20.0% for females, and only a minimal percentage of women wish to be promoted to "positions equivalent to or higher than division manager."

3. Factors Determining Ambition for Promotion

(1) Variables

Do the state of implementation of measures by companies and workplace conditions have an effect on the ambition of male and female non-managerial employees for promotions to managerial positions?

Table 1. State of Promotion of Female Employees by Industry (Company Survey Responses)

	n	Distribution of the percentages of women in positions equivalent to or higher than section manager							Percentage of women among managerial employees			Percentage of women among regular employees
		0%	Under 2%	2 to 5% under	5 to 10% under	10 to 20% under	20% or above	No response	Positions equivalent to section manager	Positions equivalent to division manager	Positions equivalent to or higher than section manager	
Total	1970	50.6	8.0	12.1	10.4	7.2	7.2	4.6	6.1	2.7	5.3	22.2
Mining and construction	121	63.6	9.9	11.6	5.0	2.5	1.7	5.8	3.1	0.2	2.4	11.5
Manufacturing	552	62.0	6.9	11.2	8.5	4.9	2.7	3.8	3.0	1.3	2.5	19.4
Communications, transportation, and postal	238	59.2	8.8	11.8	6.3	7.1	2.9	3.8	3.5	0.9	2.7	12.1
Wholesale and retail	342	47.4	11.7	14.9	10.8	4.7	6.4	4.1	5.3	2.1	4.7	24.7
Finance, insurance, and real estate	65	21.5	13.8	21.5	26.2	12.3	4.6	0.0	6.6	0.9	5.4	32.8
Service	507	37.3	4.7	11.2	12.2	12.4	16.0	6.1	12.4	6.5	10.7	29.8
Other	104	51.9	5.8	8.7	13.5	3.8	8.7	7.7	6.1	1.9	5.0	21.4

Table 2. Ambition for Promotion by Sex (Non-Managerial Employee Survey Responses)

	n	Ambition for promotion (%)					No response	Positions equivalent to or higher than section manager (%)
		Content without an assistant managerial or managerial position	Positions equivalent to assistant manager or team leader	Positions equivalent to section manager	Positions equivalent to division manager	Company director or higher		
Males								
Total	5084	19.6	16.3	25.6	23.1	14.5	0.8	63.2
Completed an undergraduate or graduate education	3288	16.5	13.4	25.1	26.6	17.7	0.7	69.4
Under 40	2495	15.2	11.5	23.1	28.5	21.3	0.5	72.9
Females								
Total	5044	58.0	26.6	11.4	2.5	0.9	0.5	14.8
Completed an undergraduate or graduate education	2106	51.2	27.0	15.4	4.2	1.5	0.7	21.1
Under 40	1732	53.1	26.6	14.2	4.1	1.7	0.4	20.0

Using the responses shown in Table 2, the explained variable “ambition for promotion” is set as “has ambition for promotion” for respondents who responded that they aim for “positions equivalent to section manager,” “positions equivalent to division manager or higher,” or “company director or higher,” and is set as “has no ambition for promotion” for respondents who responded that they would be “content without an assistant managerial or managerial position” or that they aim for “positions equivalent to assistant manager or team leader.”

The explanatory variables thought to be the determining factors of ambition for promotion are divided into two types: indicators of the state of implementation of measures based on the responses to the company survey (the two indicators explained in point [i] below), and indicators of workplace conditions—namely, employees’ awareness of the implementation of measures and perception of supervisors’ management approaches—based on the responses to the non-managerial employee survey (the three indicators explained in point [ii] below).

The subjects of the following analysis are employees who have completed an undergraduate or graduate education, and are under 40 years old.

(i) The State of Implementation of Measures Based on Responses to the Company Survey

The responses to the company survey were used to create two indicators of the state

of implementation of measures by companies—"measures to support women's career advancement" and "measures to support balancing work and family life"—as described below.

(a) Company measures: Measures to support women's career advancement

The indicator for "measures to support women's career advancement" was based on responses to seven items under the category "measures to support the career advancement of female regular employees," such as "taking steps to increase the percentage of women hired," etc.⁷ The number of items that received the response "currently implementing" or "not currently implementing but have implemented in the past" was adopted as the indicator.

(b) Company measures: Measures to support balancing work and family life

The indicator for "measures to support balancing work and family life" was based on responses to 14 items under the category "measures to support balancing work and family life," such as "childcare leave systems (systems that exceed the legally-prescribed periods)."⁸ The number of items that received the response "already introduced" was adopted as the indicator.

(ii) Employees' Awareness of the State of Implementation of Measures and Perception of Supervisors' Management Approaches

The responses to the non-managerial survey were used to create two indicators for employee awareness of company efforts to engage in measures—"measures to support women's career advancement" and "measures to support balancing work and family life"—as for the "company measures" indicators described above. In addition, a third indicator was created for "supervisors' management approaches" in the workplace. The three indicators were created as follows:

(a) Employees' awareness/perception: Measures to support women's career advancement

Workers were asked to give responses to four items regarding efforts toward measures to support women's career advancement in the companies where they currently work (such as "efforts to increase the ambition of women toward employment"⁹). The response "active"

⁷ The seven items are: "taking steps to increase the percentage of women hired," "taking steps to increase the percentage of women assigned to specific roles," "setting up a consultation service for women," "raising awareness among male managerial employees and male colleagues," "assigning/commissioning mentors and other such advisors for women," "clarifying the criteria for personnel evaluation" and "taking steps to encourage the appointment of women to managerial positions."

⁸ The 14 items are: "childcare leave (systems that exceed the legally-prescribed periods)," "measures to shorten working hours for employees caring children (systems that exceed the legally-prescribed periods)," "flextime," "earlier/later starting/finishing times," "systems for exemption from overtime," "operation of day-care facilities for children at the place of work," "steps to assist with the costs of childcare services, etc. (babysitter expenses, etc.)," "working at home," "leave for employees nursing children," "measures to support return to work from childcare leave," "systems for men to take leave when their spouse gives birth," "exemption from personnel relocations," "leave for providing care for elderly family members" and "shorter working hour systems for employees providing care for elderly family members."

⁹ The four items are: "efforts to increase the ambition of women toward employment," "efforts to

was assigned three points, “on balance active” was assigned two points, “on balance inactive,” “inactive,” and “I don’t know” were each assigned one point. The total for the four items was made the indicator for “measures to support women’s career advancement” as seen by employees.

(b) Employees’ awareness/perception: Measures to support balancing work and family life

Workers were asked to give responses to four items regarding measures to support balancing work and family life in the company where they currently work (such as “I think that it is an environment in which women can work after marriage and/or childbirth without feeling the need to resign”¹⁰), selecting responses from one of five levels, from “I think so” to “I don’t think so.” The responses were assigned points from five points for “I think so” to one point for “I don’t think so,” and the total for the four items was used as the indicator for “measures for balancing work and family life” as seen by employees.

(c) Employees’ awareness/perception: Supervisors’ management approaches

Workers were asked to give responses to seven items regarding supervisors’ management approaches (such as “they show interest in how I work and the content of my work”; see Table 4), by selecting responses from one of five levels, from “applies” to “does not apply,” based on their relationship with their direct supervisor. The results of factor analysis confirmed that the seven items can be combined into one factor ($\alpha=.915$). The responses were assigned points from five points for “applies” to one point for “does not apply,” and the total for the seven items was adopted as the indicator for “supervisors’ management approaches” as seen by employees.

The following variables regarding individual employee attributes and attributes related to the company of employment were used as control variables.

Individual employee attributes (non-managerial employee survey responses): Sex, age group, spouse (yes/no), children (yes/no), parent(s) living in the same household (yes/no), experience of changing job (yes/no), occupation, in a position equivalent to team leader/assistant manager (yes/no)

Attributes of company of employment (company survey responses): Size (logarithm of number of regular employees), industry, percentage of women among regular employees, percentage of women among managerial employees (positions equivalent to or higher than section manager)

The variables listed above were used to conduct a binomial logistic regression analy-

ensure the ‘visibility’ of the state of assignment of women to managerial positions and the expansion of their work responsibilities,” “efforts to eliminate discrimination toward women in every aspect of employment management,” and “efforts to prevent and deal promptly and strictly with sexual harassment and bullying.”

¹⁰ The four items are: “I think that it is an environment in which women can work after marriage and/or childbirth without feeling the need to resign,” “I think that it is an environment in which it is easy to take childcare leave,” “I think that it is an environment in which it is easy to take measures to shorten working hours,” and “I think that it is an environment in which men actively take childcare leave.”

sis with “has ambition for promotion” as 1 and “does not have ambition for promotion” as 0. Analysis was conducted for both sexes combined and for males and females respectively. Two models were used: Model (1), in which only company measures were entered (point [i] above), and Model (2), in which company measures and workplace conditions according to employees' awareness/perception were entered (point [ii] above).

(2) Analysis Results

The results of analysis are shown in Table 3.

Firstly, looking at the results for both sexes combined, the results are consistent with those of previous research, as the female dummy is significantly negative, and the ambition for promotion of women is low in comparison with males even if the attributes, etc. are controlled. Moreover, currently being a “team leader or assistant manager” significantly raises the ambition for promotion. In Model (1), in which only company measures were entered, “company measures: measures to support women's career advancement” and “company measures: measures to support balancing work and family life” are both positive and significant. If the workplace conditions according to employees' awareness/perception are included, the three variables for employees' awareness/perception are positive and significant, but “company measures: measures to support balancing work and family life” becomes insignificant and the impact of “company measures: measures to support women's career advancement” also decreases. In the results for both sexes combined, it can be seen that workplace conditions have a stronger influence on ambition for promotion than measures implemented by companies.

Let us also look at the results for males and females respectively. With “clerical work” as a reference, the ambition for promotion of males decreases in the case of “specialist/technical work.” Moreover, being “team leader or assistant manager” increases ambition for promotion. Regarding company measures, in Model (1), in which employees' awareness/perception is not included, “company measures: measures to support women's career advancement” and “company measures: measures to support balancing work and family life” are both positive. However, in Model (2), “company measures: measures to support balancing work and family life” becomes insignificant, “employees' awareness/perception: measures to support balancing work and family life” shows a gentle positive correlation at a significance level of 10%, and “employees' awareness/perception: supervisors' management approaches” is positive at a significance level of 1%.

Let us now compare these results with those for females. Models (1) and (2) are similar in that having a spouse, and having parent(s) living in the same household (not needing care) are negative coefficients. This trend differs from that seen for males. It is necessary to closely analyze the condition of the parent(s) when interpreting the significance of having parent(s) living in the same household, but it can be suggested that the presence of someone else who supports household finances decreases ambition for promotion. The “team leader/assistant manager dummy” is positive, as for males, and is consistent with the results of

Table 3. Factors Determining Ambition for

	Both sexes			
	(1)		(2)	
	B	Exp(B)	B	Exp(B)
Female dummy	-2.321 ***	0.098	-2.293 ***	0.101
Age 30s dummy	0.061	1.063	0.110	1.116
Has spouse dummy	0.026	1.027	0.010	1.010
Has children dummy	0.256 *	1.292	0.243 *	1.275
Living with parent(s) (not needing care) dummy	-0.145	0.865	-0.187 *	0.829
Has experience of changing job dummy	0.013	1.013	0.025	1.026
Profession (Reference: Clerical work)				
Specialist/technical work dummy	-0.196 *	0.822	-0.119	0.888
Sales (in-store) work dummy	-0.098	0.907	-0.012	0.988
Sales and marketing work dummy	0.227	1.254	0.256	1.292
Team leader/assistant manager dummy	0.929 ***	2.531	0.933 ***	2.541
Number of regular employees (logarithmic values)	0.082	1.085	0.051	1.052
Industry (Reference: Manufacturing industry)				
Mining and construction industries dummy	0.216	1.241	0.236	1.267
Communications and transportation industries dummy	-0.157	0.855	-0.134	0.875
Wholesale and retail industries dummy	-0.085	0.918	-0.110	0.896
Finance, insurance, and real estate industries dummy	-0.065	0.937	-0.127	0.881
Service industry dummy	-0.116	0.890	-0.138	0.871
Other dummy	0.043	1.043	0.028	1.029
Percentage of women among regular employees	-0.053	0.948	-0.226	0.798
Percentage of women among managerial-level employees (positions equivalent to or higher than section manager)	0.648	1.912	0.276	1.318
Company measures: Measures to support women's career advancement	0.072 ***	1.074	0.064 **	1.066
Company measures: Measures to support balancing work and family life	0.069 ***	1.072	0.032	1.033
Employees' awareness/perception: Measures to support women's career advancement			0.081 ***	1.085
Employees' awareness/perception: Measures to support balancing work and family life			0.038 ***	1.039
Employees' awareness/perception: Supervisors' management approaches			0.051 ***	1.052
Constant	-0.454	0.635	-2.356 ***	0.095
Sample size	3014		2911	
-2 log likelihood	3092.74		2901.47	
Chi-square	1085.07 ***		1133.39 ***	
Nagelkerke R-square	0.403		0.430	

Note: Binomial logistic regression analysis with the explained variable “ambition for promotion”
 *, ** and *** indicate significance at the 10%, 5% and 1 % level, respectively.

Organizational Factors that Increase Women's Ambition for Promotion

Promotion to Section Manager or Higher

Male				Female			
(1)		(2)		(1)		(2)	
B	Exp(B)	B	Exp(B)	B	Exp(B)	B	Exp(B)
-0.092	0.912	-0.076	0.926	0.292	1.339	0.421 **	1.523
0.261	1.298	0.316 *	1.372	-0.404 *	0.668	-0.539 **	0.584
0.251	1.285	0.208	1.231	0.214	1.239	0.220	1.246
-0.024	0.977	-0.029	0.972	-0.320 *	0.726	-0.419 **	0.658
-0.017	0.983	0.008	1.008	0.078	1.081	0.063	1.065
-0.299 **	0.741	-0.243 *	0.784	0.049	1.050	0.163	1.176
-0.188	0.829	-0.121	0.886	-0.158	0.854	-0.112	0.894
0.160	1.173	0.130	1.139	-0.137	0.872	0.016	1.016
0.662 ***	1.939	0.645 ***	1.907	1.419 ***	4.132	1.463 ***	4.318
0.045	1.046	0.023	1.023	0.114	1.121	0.050	1.052
0.494 *	1.639	0.540 *	1.715	-0.397	0.673	-0.392	0.676
0.024	1.024	0.054	1.055	-0.544 **	0.581	-0.539 *	0.583
0.197	1.218	0.202	1.224	-0.609 **	0.544	-0.648 **	0.523
0.242	1.274	0.300	1.350	-0.509	0.601	-0.672 *	0.511
-0.064	0.938	-0.093	0.911	-0.228	0.796	-0.252	0.778
0.155	1.168	0.076	1.079	-0.278	0.757	-0.153	0.858
0.477	1.611	0.437	1.548	-1.223 *	0.294	-1.635 **	0.195
-0.329	0.719	-0.575	0.563	1.984 **	7.274	1.362	3.905
0.091 ***	1.096	0.081 **	1.085	0.052	1.053	0.046	1.047
0.055 **	1.057	0.022	1.022	0.094 **	1.099	0.049	1.050
		0.044	1.045			0.150 ***	1.162
		0.029 *	1.029			0.054 **	1.056
		0.059 ***	1.061			0.043 ***	1.044
-0.287	0.751	-2.200 ***	0.111	-2.741 ***	0.064	-4.708 ***	0.009
1774		1704		1240		1207	
1965.46		1833.20		1080.44		1009.15	
107.947 ***		146.378 ***		117.816 ***		163.637 ***	
0.086		0.120		0.146		0.204	

set at 1 for "has ambition for promotion" and 0 for "does not have ambition for promotion."

Kawaguchi (2012). It is possible to make the interpretation that female employees with high levels of ambition for promotion are in positions equivalent to “team leader/assistant manager,” but it is also possible to suggest that giving women positions such as team leader or assistant manager inspires ambition to aim for the next step. The “communications and transportation industries dummy,” “wholesale and retail industries dummy,” and “percentage of women among regular employees” are negative and significant. It is thought that the large number of women creates a “mommy track,” and in turn decreases women’s ambition. There are many management executives and persons in charge of personnel management that feel that by having a high percentage of females working for their companies, they are utilizing the abilities of women, but these results demonstrate that it is these very companies that need to develop measures based on clear plans of action toward women pursuing careers. Moreover, in Model (2) the “30s dummy” is a positive coefficient. While males have high levels of ambition for promotion regardless of their age, female employees in their thirties have higher levels of ambition in comparison with female employees in their twenties. It can be suggested that this is because women tend to leave their employment if the work does not inspire them to aim for promotion, and there is therefore a greater number of working women in their thirties who have overcome such issues to a certain extent. The “percentage of women among managerial employees” is positive and significant in Model (1), while in Model (2) it is a positive coefficient but not significant. It is thought that the high number of female managerial employees increases the ambition of women toward promotion due to the fact that they are able to see examples of how women develop their careers after promotion, but while the large number of women in managerial positions has a certain impact, it can be said that the conditions of the workplace are more important.

Now let us look at the results for females for the analysis of factors related to company measures and factors related to workplace conditions. In Model (1), the effect of “company measures: measures to support women’s career advancement” cannot be seen, while “company measures: measures to support balancing work and family life” are positive and significant at the 5% level. In Model (2), company measures become insignificant, and the three variables for employees’ awareness/perception are each positive and significant. The importance of “employees’ awareness/perception: supervisors’ management approaches” is the same as for males, but “employees’ awareness/perception: measures to support women’s career advancement” and “employees’ awareness/perception: measures to support balancing work and family life” have a high level of importance for the ambition of women, a point that differs from the results for males. It is thought that there is a process by which female employees’ awareness of companies’ efforts to pursue measures to support women’s career advancement and to support balancing work and family life increases their ambition for promotion. In other words, implementing measures at the corporate level is not enough; it is important to develop such measures such that they are recognized by employees. Moreover, supervisors’ management approaches have a strong influence on ambition for promotion for both males and females.

4. Current State of Supervisors' Management Approaches

The analysis results given above indicate that the management approaches of supervisors in the workplace are an important factor in increasing ambition for promotion for both males and females. Let us compare males and females with regard to supervisors' management approaches. Table 4 shows the responses given by non-managerial employees to seven items regarding supervisors' management approaches.

For all of the items, the percentage who responded "applies" is higher for males, and the average points are also high for males. There is a particularly high difference (significant difference at the 1% level) between males and females for the items regarding supervisors having expectations for the progress of subordinates and assigning them high goals, such as "he/she shows interest in how I work and the content of my work," "he/she sets me high goals and challenges," and "he/she supports my progress and career advancement." Even for males, the two items "he/she sets me high goals and challenges" and "he/she supports my progress and career advancement" have low average points in comparison with other items, but as supervisors' management approaches—namely, whether they have expectations for subordinates and give them high goals to encourage their progress—have an impact on employees' ambition for promotion, it is a problem that supervisors' attitudes toward supporting the career development of subordinates differs according to the gender of the subordinate.

In the managerial employee survey, supervisors were asked questions about their approaches to the career development of female subordinates. More specifically, managerial employees were asked to respond to ten items such as "I encourage female employees to be motivated toward promotion to managerial positions," by selecting responses from five levels, from "applies" to "does not apply." In order to analyze how managerial employees' career development approaches are connected to positive action and other company efforts, the career development approaches were converted into points,¹¹ and the average points are compared in Table 5 according to whether or not the managerial employees' companies of

¹¹ Managerial employees were asked to give responses to the ten items listed below regarding their approaches and actions for supporting the career development, etc. of female subordinates. It was confirmed that α is high at .857. Points were assigned from five points for "applies" to one point for "does not apply," and the total points for the ten items were calculated. (1) I encourage women to be motivated toward promotion to managerial positions, (2) I encourage the personnel management division to promote capable female employees to managerial positions, (3) I make assessments and promotions that do not discriminate between males and females, (4) I always take care to avoid making an assessment or acting in a way that favors male employees, (5) I am always considerate of women's responsibilities related to childbirth, raising children, and their families, (6) I take care to assist women to improve their abilities and gain education and training given the obstacles they may face due to childbirth and raising children, (7) I make no discrimination between males and females when giving orders to take business trips or work overtime, (8) I give advice to female employees who have concerns and take care to establish such a consultation system, (9) I interact in the same way with both male subordinates and female subordinates, and (10) I assign work responsibilities to male subordinates and female subordinates without favoritism.

Table 4. Employee Perception of Supervisors' Management Approaches by Sex (Non-Managerial Employee Survey Response)

	n	Applies (%)	Applies somewhat (%)	Can't say either way (%)	Does not really apply (%)	Does not apply (%)	No response (%)	Points (t-value)
He/she shows interest in how I work and the content of my work								
Male	2495	39.5	37.1	13.4	7.1	2.8	0.2	4.04 (4.23 ***)
Female	1732	35.0	37.0	14.0	9.3	4.3	0.4	3.89
Total	4227	37.6	37.0	13.7	8.0	3.4	0.3	3.98
He/she gives me advice when I have difficulties								
Male	2495	52.1	29.9	10.5	4.6	2.6	0.2	4.25 (2.13 **)
Female	1732	48.4	33.0	8.7	6.6	2.9	0.4	4.18
Total	4227	50.6	31.2	9.8	5.4	2.7	0.3	4.22
He/she helps to minimize the damage caused by my mistakes								
Male	2495	40.9	33.1	16.8	5.5	3.4	0.3	4.03 (1.80 *)
Female	1732	40.4	32.4	14.6	7.6	4.6	0.5	3.97
Total	4227	40.7	32.8	15.9	6.3	3.9	0.4	4.00
He/she trusts me and entrusts work to me								
Male	2495	41.2	36.6	16.6	3.8	1.6	0.2	4.12 (1.28)
Female	1732	39.3	37.2	17.2	3.9	2.0	0.3	4.08
Total	4227	40.4	36.9	16.8	3.8	1.8	0.2	4.11
He/she listens to my opinions								
Male	2495	42.9	36.9	14.3	3.5	2.2	0.2	4.15 (2.29 **)
Female	1732	40.5	37.1	14.4	5.0	2.7	0.3	4.08
Total	4227	41.9	37.0	14.4	4.1	2.4	0.2	4.12
He/she sets me high goals and challenges								
Male	2495	28.1	33.9	25.8	7.6	4.4	0.2	3.74 (7.76 ***)
Female	1732	21.2	30.4	29.3	11.0	7.7	0.3	3.46
Total	4227	25.3	32.5	27.2	9.0	5.7	0.2	3.63
He/she supports my progress and career advancement								
Male	2495	32.2	33.9	23.0	6.7	4.0	0.2	3.84 (6.30 ***)
Female	1732	26.5	30.5	26.8	9.3	6.5	0.4	3.62
Total	4227	29.9	32.6	24.5	7.7	5.0	0.3	3.75

Note: Points were assigned from five points for “applies” to one point for “does not apply,” and the average points were calculated. The t-values are the results of testing the average difference between males and females. *, **, and *** indicate significant difference at the 10%, 5%, and 1% level respectively.

Table 5. Company Engagement in Measures (Yes/No) and Supervisors' Career Development Approaches toward Female Subordinates (Points Based on Managerial Employee Survey Responses)

Means of engagement	Yes (engaging in measures)			No (not engaging in measures)			t-value
	n	Average point	(Standard deviation)	n	Average point	(Standard deviation)	
Measures to support the career advancement of female regular employees							
Taking steps to increase the percentage of women hired	409	39.13	(6.06)	3287	35.88	(6.67)	9.39***
Taking steps to increase the percentage of women assigned to specific roles	320	38.98	(5.69)	3376	35.98	(6.71)	8.89***
Setting up a consultation service for women	437	37.45	(5.92)	3259	36.07	(6.76)	4.06***
Raising awareness among male managerial employees and male colleagues	410	38.97	(5.37)	3286	35.89	(6.75)	10.61***
Assigning/commissioning mentors and other such advisors for women	172	38.61	(5.70)	3524	36.12	(6.71)	4.79***
Clarifying the criteria for personnel evaluation	1026	37.88	(5.92)	2670	35.60	(6.85)	10.01***
Taking steps to encourage the appointment of women to managerial positions	432	39.04	(5.59)	3264	35.87	(6.73)	10.81***
Positive action measures							
Clarifying positive action policies	195	40.24	(6.18)	3501	36.01	(6.64)	8.67***
Setting up a department or coordinator responsible exclusively for positive action (developing a system to promote positive action)	145	40.17	(5.93)	3551	36.08	(6.66)	7.29***
Surveying/analyzing issues regarding women demonstrating their abilities	158	39.74	(5.85)	3538	36.08	(6.68)	6.78***
Formulating plans to assist women to demonstrate their abilities	238	39.49	(5.35)	3458	36.01	(6.71)	9.52***
Publishing the state of implementation of steps in line with plans	94	40.53	(5.96)	3602	36.12	(6.66)	6.35***
Developing and promoting the use of support for balancing work and family life (systems that exceed legally-prescribed measures) as positive action	520	39.30	(5.20)	3176	35.73	(6.77)	13.85***

Notes: 1. Points for career development approaches were created by assigning points to supervisors' responses to ten items regarding their career development approaches toward female subordinates, from five points for "applies" to one point for "does not apply," and calculating the total points for the ten items.

2. The t-values are the results of testing the differences between the average points for "yes (engaging in measures)" and for "no (not engaging in measures)" for each measure. *** shows significant difference at the 1% level.

3. The subjects for analysis are managerial employees in positions equivalent to section manager.

employment are engaging in measures to support women's career advancement, etc. The managerial employees of companies that responded that they are "engaging in measures" to support the career advancement of female regular employees and positive action tend to have a more positive approach toward supporting the career development of female subordinates in comparison with the managerial employees of companies that responded that they are "not engaging in measures."¹² It can be suggested that there is a possibility that efforts by companies to support career advancement by female employees have an influence on supervisors' management approaches, thereby cultivating conditions in the workplace that support the career advancement of female employees, and in turn increasing the ambition of female employees for promotions.

V. Conclusions and Discussion

This paper has analyzed the factors that increase female employees' ambition for promotion. The data used for analysis was created by matching data on measures implemented by companies with data on the awareness, etc. of non-managerial employees toward the measures. The organizational factors were clearly divided into two factors: firstly, the state of implementation of personnel management measures as seen from the company survey, and secondly, workplace conditions as seen by employees (namely, employee's awareness of company efforts to pursue such measures and perception of supervisors' management approaches). These factors were analyzed to ascertain the effects of each factor on non-managerial employees' ambition for promotion. The analysis results revealed the following points.

Firstly, ambition for promotion differs between males and females, even when individual employee attributes and company and workplace conditions are controlled. The ambition of women for promotions is clearly lower in comparison with that of males.

Secondly, measures implemented by companies to support women's career advancement and measures to support balancing work and family life do not have a significant influence on women's ambition for promotion in the analysis model that includes variables for employees' awareness/perception, suggesting that the implementation of measures to support women's career advancement and measures to support balancing work and family life at corporate level has only a limited impact on increasing women's ambition for promotion. It is important for efforts made to support women's career advancement and balancing work and family life to be recognized in the workplace. While the correlation coefficient for

¹² The results of quantitative analysis using supervisors' career development approaches as the explained variable, company efforts to engage in each measure (yes/no) as the explanatory variable, and the managerial position attributes and attributes of the company of employment as control variables confirm that the implementation of each measure has a significantly positive influence on supervisors' approaches toward supporting the career development of female employees. This paper introduces the results of the differences in the average values.

“company measures: measures to support women’s career advancement” and “employees’ awareness/perception: measures to support women’s career advancement” and the correlation coefficient for “company measures: measures to support balancing work and family life” and “employees’ awareness/perception: measures to support balancing work and family life” are not high for the female sample, at .119 and .280 respectively. In many cases the measures implemented by companies are not understood by employees. A particular difference in ambition for promotion between males and females is that for females both “employees’ awareness/perception: measures to support women’s career advancement” and “employees’ awareness/perception: measures to support balancing work and family life” are important. It is necessary to ensure that efforts to support women’s career advancement and efforts to support balancing work and family life are developed in such a way that female employees are able to recognize that they exist, or it is unlikely that they will have an impact on increasing women’s ambition for promotion.

Thirdly, the way that supervisors manage subordinates, namely their approaches toward supporting the career development of subordinates, plays an important role in the ambition for promotion of both male and female employees. However, looking from the perspective of employees, it was also revealed that male and female employees have differing perceptions of the approaches and attitudes of supervisors toward supporting the career development of subordinates. A particular issue is the significant difference between males and females regarding whether supervisors have expectations for the progress of subordinates and give them high goals to encourage their progress. As it is thought that work experience allows employees to achieve progress and in turn develop greater levels of ambition, and that supervisors play an extremely key role in providing work experience, it is important for supervisors to not be conscious of subordinates’ genders in forming their approach to supporting career development.

Fourthly, company efforts to implement measures for supporting women’s career advancement, positive action, and other such measures may be a factor behind proactive approaches by supervisors to support the career development of female subordinates. The results suggest a possibility that company efforts to support women’s career advancement may have an impact on women’s ambition for promotion through the influence that they have on managerial employees’ approaches to supporting the career development of female subordinates.

Fifthly, having a position equivalent to “team leader/assistant manager” has a significantly positive effect on ambition for promotion, for both males and females. While it is not possible to deny the suggestion that it is the female employees who have ambition for promotion from the outset that are assigned to “team leader/assistant manager” positions, it can be suggested that granting female employees clear positions may play an important role in inspiring their ambition for promotion.

The results summarized above reveal that the implementation of measures at company level has a limited impact on increasing the ambition of female employees for promo-

tions, that it is important for employees to recognize such efforts in their workplaces, and that supervisors' management approaches, namely their approaches to supporting the career development of subordinates, are particularly important. As the results also indicate that company measures to support women's career advancement may have an influence on supervisors' approaches to supporting the career development of subordinates, it can be suggested that it is important for companies to make efforts to encourage supervisors to train subordinates.

This point can be demonstrated using the example of "Manufacturing Company A." Manufacturing Company A has developed a personnel management strategy aimed at supporting women to pursue careers in decision-making roles, with the objective of promoting diversity. In order to do so, the company has provided assistance to section managers—namely, the supervisors in the workplace—for supporting the career development of subordinates, by formulating career development plans, introducing career development sheets that allow section managers to check subordinates' progress, and using these sheets to share and confirm subordinates' progress at meetings attended by the division manager who has authority over transferring the employee and representatives of the personnel management division. The company feels that it is important to build up a "pipeline"¹³ for the development of female employees into leaders, and through the steady pursuit of efforts in the workplace, it has succeeded in ensuring a stable increase in the number of female managerial employees.

In implementing measures to support women's career advancement and positive action measures, it is important to ensure that efforts at company level also reach the workplace. In order to inspire ambition among female subordinates, it is particularly essential for measures to be developed such that they encourage managers in the workplace to clearly adopt a positive approach toward supporting the career development of female subordinates.

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¹³ The importance of pipelines has also been highlighted in the US. Kilian, Hukai, and McCarty (2005) suggest that in order to promote diversity it is important to change organizational culture and at the same time support individuals and create a pipeline to leadership.

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