

Abstracts

Assessing Personnel Traits in Internal and External Labor Markets

Kiyoshi Takahashi (Kobe University)

This article clarifies the conceptual differences of personnel traits, e. g., ability, work-related abilities, competency, knowledge, skills, personality traits, motivation, and leadership. Based on the analogy of pro and amateur sport teams, the paper describes how the different organizational structures attract the human resource traits to be fit in the team. Because today's organizations acquire workforces both from external and internal labor markets, they are more likely to evaluate employee traits via external assessment as well as internal personnel ratings. The basic way of thinking and evaluating employee traits may be influenced by the Japanese framework of performance appraisals that have three traditional factors like outcomes, abilities, and job attitudes.

The Modularization of Work and Skill Evaluation: Two Cases of IT Firms

Naoki Senda (Kobe University), **Hirofumi Boku** (Kobe University) and **Mitsutoshi Hirano** (Kobe University)

From the viewpoint of product architecture theory, it is often suggested that an organizational architecture tends to follow its product architecture. This article focuses on the modularization of work and how it affects the skill evaluation of professional workers in the IT industry which is regarded as an open-modular type industry. We will describe two cases of IT firms to clarify the actual trend of modularization of work skill evaluation. We will then show that the degree of modularization and skill standardization differs in the characteristics of work. Moreover, the firms also aim to customize and update their work process and skill evaluation system in order to attain competitive advantage by differentiation of those standards.

The Role of Vocational Training Providers in the Labor Market and Workers' Activities to Develop Their Skills

Miho Fujinami (The Japan Institute for Labour Policy and Training) and **Koichiro Imano** (Gakushuin University)

This paper describes the current state of vocational training providers in the labor market in terms of cost and number of workers participating in their training programs, and shows that the leading providers are both public-sector organizations such as employers' associations and public corporations, as well as private-sector training companies. In addition, we analyze how and why workers use providers to develop skills, and how workers evaluate the effectiveness of their training programs. The characteristics of the division of labor of vocational training in the labor market are clarified based on the analysis.

Occupational Labor Markets in Germany

Norio Hisamoto (Kyoto University)

In this paper, we examine the relationship between the occupational labor markets and the education system, mainly of the "Dual System" and higher education in Germany. When discussing this subject it is often difficult to identify what the "occupation" is, so we discuss the concept of "occupation" first. We clarify the following. The Dual System is able to adapt to changing conditions in the labor markets and still has a strong influence in German society because of its merits. Secondly, it is shown that higher education is very closely related to the occupational labor markets, too.

The Effect of Training Policy for Non-regular Workers and Human Resource Management Practices

Ken Ariga (Kyoto University), **Ryo Kambayashi** (Hitotsubashi University) and **Yoshihide Sano** (Hosei University)

In this article we empirically examine the economic effects of human resource management practices on part-timers, focusing upon retention decisions. We use micro data of the “Establishment Survey on Management for Non-regular Workers.” By comparing retention decisions and a variety of human resource management practices between regular and non-regular workers of the same sample firms, we can use the “difference in difference” approach to control for firm-specific heterogeneity. Regression results show that the affirmative policy of human resource managers for non-regular workers cannot by itself achieve the desired retention level: such a policy needs to be accompanied with a suitable set of individual HRM practices. In fact, some of those practices, such as off-the-job-training for part-timers, can actually be harmful in terms of retention level because of poaching externality. HRM practices should be consistent with the motivation of labor supply as well as the competitiveness of the external labor market.

Brain Drain from Japan: An Analysis of Japanese Researchers Residing in the U.S.

Yukiko Murakami (Waseda University)

In recent years, international competition for highly skilled workers has been increasing; demonstrating that the brain drain issue is not limited to developing countries. This paper is focused on Japanese scientists working in the U. S. and analyzes their emigration motives, based on a survey and interviews. In addition, it considers differences between Japan and the U. S. in terms of research environments, scientists’ job opportunities, and human resource management practices, which are causes of scientist’ emigration. Furthermore, the likelihood of their returning to Japan is analyzed and factors influencing their stay in the U. S. or return to Japan are clarified.