

## Abstracts

### Trends in Human Resource Recruitment in Companies: The Situation after the Financial Crises of 2008

**Hitoshi Nagano** (Meiji University)

What are the trends in human resource recruitment in companies after the Financial Crises of 2008? To clarify the trends, two surveys were carried out. One was a quantity analysis of the data of a questionnaire survey, while the other was a quality analysis based on an interview survey for seventeen companies. According to the results, it was confirmed that large sized companies regard new university graduates as more important than job changers. Although the preference for foreigner students and bilingual students is growing as a result of the globalization of business, the new university graduates are the main focus of recruitment. Why are they preferred by the companies? According to the "White Cloths Hypothesis", companies prefer to recruit new university graduates because these graduates are considered to be the same as white cloths that dye well to various colors. The results of analysis suggest the legitimacy of the hypothesis. And also, mid-career recruitment enables the employment of the proper person for the current job, since the requirements for him/her are defined clearly, but not for the job on his/her next steps. From the viewpoint of the long term, an improper person may be employed through mid-career recruitment. To avoid this, the recruitment of new university graduates is preferred. On the other hand, however, it has been confirmed that the demand for employees of large size companies will increase if business conditions recover, since large size companies have been forced to reduce recruitment. But in that case, the companies will continue to place the new university graduates at the center of recruitment.

### The Falling Employment Rate of New University Graduates in Japan: On the Effect of the Rising University Enrollment Rate

**Soichi Ohta** (Keio University)

This paper examines the effects of the rising university enrollment rate on the employment rate of new university graduates using aggregate data from the "School Basic Survey" published by the Ministry of Education, Culture, Sports, Science and Technology. The analysis uses time-series data to clarify that the employment rate is negatively associated with the university enrollment rate 4 years before. On the other hand, employment opportunities for new graduates, measured by the ratio of job offers to job seekers, are not related to the number of graduates or to the enrollment rate. These results show that the recent fall in the employment rate can be attributed not only to declining labor demand but also to "mismatch" caused by the change in "quality" of university graduates associated with higher enrollment rates. Furthermore, an analysis using a distinction between private and national/public universities shows that the male employment rate of private university graduates is more sensitive to the enrollment rate and the ratio of job offers to job seekers.

### Reconsideration of "Japanese High School Career Guidance Model"

**Yukie Hori** (The Japan Institute for Labour Policy and Training)

The purpose of this paper is to rethink the requirements for the formation of the "Japanese high school career guidance model". The greatest feature of Japanese high school career guidance is the combination of meritocratic selection united with socialization in school life. This paper identified four types, paying attention to the selection norm of high school career guidance. Typical Japanese high school career guidance (pre-selection in school) was classified as "the type of career guidance model of the '80s", and the opposite pole of this model, career guidance without the selection, was classified as "the free type career guidance model." Furthermore, "the career guidance model of the semi-'80s" and the "semi-free type career guidance model" were identified in the middle of these two types. According to the investigation, "the type of career guidance model of the '80s" accounted for less than 20% of the whole of Japan in 2010. If the employment

situation is good and high schools have a high person-who-found-a-job number, “the career guidance model of the ‘80s” comes into existence. Otherwise, the “free type career guidance” comes into power. We can see from the above that we have stretched the bounds of the ‘80s high school career guidance image without thorough consideration, in spite of the fact that “the Japanese high school career guidance model” was one of the “ideal types”.

#### Youth Employment and Vocational Education in Sweden

**Michiyo Morozumi** (Meiji Gakuin University)

Unemployment and the social exclusion of young people has been a serious problem in Sweden. Young people are considered one of the target groups that need special support from society. The government takes strong initiative in pursuing comprehensive support for young people and in pursuing an active labor market policy based on “the work principle”. To combat youth unemployment, it is considered particularly important to guarantee all young people the opportunity for good vocational education. The Swedish government is taking various measures to improve the vocational education system at all levels. In 2002, a new form of higher education system named “KY” (from 2009 “YH”) was introduced. The YH program (usually 2 years) consists of theoretical education and OJT training at the work place. Its main purpose is to attract people with no interest in traditional higher education and support these people in the development of their careers. It is also important to note that students in Sweden have a legal right to study allowances that support their lives under the period for education, and all workers have a legal right to study leave. The Swedish system offers not only opportunities for education, but also measures that enable people to take these opportunities. It seems that to overcome the unstable employment society, the Swedish government is trying to guarantee “the right to a career” for every individual.

#### The Influence of Training on the Wages of Aging Workers: An Empirical Analysis

**Xinxin Ma** (Keio University)

In Japan, with the declining birthrate and an increasingly aging population, promoting the labor participation of aging workers is an important problem. In precedent studies, the type of occupations at ages 55, the type of occupations in the survey year are used as a substitution index of human capital. But there is not an empirical study to prove whether training affects the wages of aging workers, so the influence of training on the wages of aging workers is not clear. Using the survey data of the Japan Institute for Labour Policy and Training (JILPT), this paper clarifies two problems, as follows. First, what kind of factors affect the probability of receiving training for aging workers. Second, whether receiving training at age 55 affects the wages of aging workers (ages 60 to 69). In the empirical analysis, sample selection bias and endogeneity bias problems are considered. The main conclusions are as follows. First, it is found that the more general human capital (such as schooling years) that workers have, the higher the probability that workers will receive training at age 55. It is shown that a difference of general human capital in early career stages causes a difference of training investment in the long-term formation of careers, and the differentials may spread for the older age career period. Second, when other conditions are constant, compared to the group that did not receive training at age 55, wages become higher at ages 60 to 69 for the workers who received training at age 55. The estimated results show that it is necessary to carry out a public training policy (for example, a public training investment system or training allowance system) for workers aged 50 to 59 to deal with the problem that the wage levels of aging workers decrease largely when they are re-employed at ages 60 to 69.

#### Variance in the Influence of University Education on the Initial Career Stage and Students' Evaluations of University Education

**Osamu Umezaki** (Hosei University) and **Minoru Tazawa** (Hosei University)

This paper analyzes the progress of students from their fourth year at their universities

to their second year after graduation. We precisely analyzed the effects of the difficulty level of the university entrance examination and university education on job-hunting activities and the initial career stage. We also analyzed how students evaluated their university educations. The results of the analysis are as follows. (1) At universities which did not have difficult entrance examinations, education had a positive effect with regard to job acquisition and the degree of work satisfaction. Education was found to have a direct as well as indirect effect on job-hunting activities. (2) The education at universities which had difficult entrance examinations had a positive influence on job-hunting activities and empowered students with practical skills. Although the education at universities which did not have difficult entrance examinations was limited, its effect on job-hunting activities has been determined. (3) Students at universities with difficult entrance examinations learn actively while students at universities with easy entrance examinations learn passively. (4) Students at universities with difficult entrance examinations evaluated most parameters of education positively. However, students at universities with easy entrance examinations also evaluated education positively. These findings suggest a strong relationship between the students' evaluations and the influence of education.

#### Influence of Career and Life Course on Poverty Risk: Focusing on Gender Difference

**Tomohiko Moriyama** (Doshisha University)

This paper investigates gender differences in the process of slipping into poverty and the influence of being a working woman on the risk of poverty by using survey data from The Social Stratification and Social Mobility Survey in Japan, which was conducted in 1995 and 2005. The findings are as follows. First, among men, the current occupation has much to do with poverty, and being without a job, even if it has only been once, increases the risk of poverty. In contrast, among women, the stratificational position of education and the first job that they have affects poverty. This suggests that women are confronted with unequal opportunities earlier in their life compared to men. Once they fall into impoverished circumstances, it may be difficult to get out. Second, poverty is high among housewives. However, women who have a child younger than four years reduce their risk of poverty by working as a regular employee. These results indicate that emphasis should be given to a woman's contribution to the household income so that the employment support policy for women can be more effective in reducing poverty risk. Third, taking into account the parents' employment, the poverty rates of households where the child is younger than four years are still high. Therefore, social security and tax credits for dependents in families where the child is young should be improved.

#### Effectiveness and Problems of Off-the-Job Training in Human Resources Development in Enterprise: What Is the Factor That Makes Off-the-Job Training Effective?

**Yuichiro Sato** (Hosei University)

This paper considered the effectiveness of Off-JT in employees' career formation in a company. The analysis especially focused on the difference between men and women and the employment system difference. In the examination method, the questionnaire was completed by 2896 employers. As a result, Off-JT in the mid- and long-term viewpoint was effective in career formation for male full-time employees. And school education had affected Off-JT in the mid- and long-term viewpoint. However, there was a clear difference between men and women. On the whole, Off-JT had no influence on career formation for women regardless of whether they were full-time employees or non-full-time employees.

The System in Which a Company “Tells” “The Role Expected from Workers Aged 60-64” and the System in Which a Company “Gets to Know” “The Capability and Motivation” of the Workers Aged 60-64, Promote Employment up to the Age of 70, Focusing on Contract (Reemployed) Workers

**Miho Fujinami** (Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers) and **Eiichi Ohki** (Polytechnic University)

Three things are clarified in this paper. In the first place, the paper clarifies the present condition and the subject of the system in which a company “tells” “the role expected from workers aged 60-64” and the system in which a company “gets to know” “the capability and motivation” of the workers aged 60-64, while examining the opinion of a company and the opinion of the workers aged 60-64. Second, it was shown clearly that there is a relationship between construction of the above-mentioned system and the promotion of employment up to the age of 70. Third, the paper clarifies the features of a company that constructs the above-mentioned system. From now on, in order for a company to advance practical, positive use of workers aged 60-64, the above-mentioned system will need to be fixed and improved much more. Furthermore, it is also necessary to introduce “a system that consults about and advises on how 60-year-olds should work” for workers aged 60-64.

Five Types of Independent Contractors (ICs or Freelancers) who Have Become Independent after Leaving Their White-Color Job or Retirement

**Akihiko Endo** (Hosei University)

Based on a survey by questionnaires to 30 independent contractors and interviews with 18 of them, five characteristic types have been found. First, there are a lot of ICs who have chosen this kind of working style because they can work with latitude in time and mind, while maintaining a strong will to contribute to the society. Second, those who have become independent at a young age, even though they are short of business experience, have a lot of confidence in their business skills. On the contrary, middle aged ICs want to become independent after getting qualifications or studying some new business field without taking full advantage of the former job skills that they have accumulated for a long time. Third, those who have become independent in middle age suffer from low income, but their situation does not appear to be so serious because most of them get a retirement allowance from their previous company. Fourth, personal connections are most important for ICs, but many middle aged freelancers are aware of their poorness in making human networks. Finally, their feeling of success depends mainly on their income satisfaction, with working satisfaction following it.

The Development of the Time Policy in Germany

**Yoko Tanaka** (University of Tsukuba)

How to use the time is seriously discussed for the policy making in Germany, not in the meaning of the efficient use of the time for the economy, but in the meaning for the arrangement of the work and time for the whole society. It is now more consciously recognized that the balance between the paid working hours in the employment and the unpaid working hours for caring in intimate community is the key for the sustainable society. The German government has committed to the time investigations on the national level since 1990s, and analyzed the distribution of the paid working time and the unpaid working time such as child bearing and caring elder people. Based on these facts, time policy is now being arranged to make time use more flexible so that the possible choices in life could be enhanced. These policies are characterized by the combination of job and the reduced but secured income on one hand and the flexible time use on the other hand. Here in this paper, the legal institutions such as ‘Elternzeit’, parental time, ‘Familiepflegezeit’, family care time, and ‘Teilzeit’, part time in normal labor condition, and the various kinds of the time polices in the private corporations would be introduced and examined, including the comparing Lufthansa in Germany and ANA in Japan.

Reinforcing Close Links among Education, Training, and the Labour Market - Full-Scale Cooperation among a Broad Range of Education and Training Providers and Social Partners, Large Expansion of Apprenticeship (Systematic Long-Term Training Alternating Periods at the Workplace and in an Educational Institution or Training Center), and Development of a National Qualifications Framework (JQF)

**Katsuhiko Iwata** (National Institute of Population and Social Security Research)

In other nations, especially European countries, vocational education and vocational training are taken integrally as VET (Vocational Education and Training). Previously in Japan, as a result of the Japanese long-term employment system, occupational skills development depended on training by firms, including OJT. Firms have had little expectations for their employees to develop skills at schools and training institutions. But recent changes in the social environment, including rapid ageing and a big surge of non-regular workers have created a situation where many people are not able to expect to receive adequate training from companies. Reinforcing close links among education, training, and the labour market are imperative in Japan, just as in other countries. The specific four countermeasures can be summarized as (1) full implementation of apprenticeship (systematic, long-term training alternating periods at the workplace and in an educational institution or training center), (2) development of a national qualifications framework (JQF) (a qualifications framework is a rank order of qualification levels allowing each qualification to be assigned to a specific rank according to a set of criteria for levels of learning achieved) as an opportunity to change the existing education and training system, to support lifelong learning, and to promote smooth labour movement from low-productivity sectors to high-productivity ones, (3) recognition of prior learning (including non-formal and informal learning), and (4) enhancement of the partnerships among a broad range of education and training providers, social partners, and national and local governments.

Career Consciousness Under an Organizational Change

**Minako Usui** (Hosei University)

The purpose is to show what the operating support staff think under changes in an organization brought about by downsizing and the shipping of jobs overseas. The experience of organization change brought about by involuntary career shifts and changes in the environment where the boundary line of an organization is swinging are examined. It was clear that they thought to receive their career consciousness and workplace by environmental change. They accepted of the organization change. However, it changes at earlier speed rather than they think. They felt to have many serious problems by mental and physical, and faced with a problem more increase than before. They thought that a self-change was required. They have the opportunity to consider the future from experience by environmental change. They could not solve in many cases, and their future career individually. The career support by a company is important. Not anyone experienced to change the organization. It's important to experience to change organization for them, in which a boundaryless career. A significant report result was obtained.

An Empirical Study on the Situation Where Busyness in Work Generates Problems in Competence Development — based on An Analysis of Data on Manufacturing Industries and Employees

**Tomohiro Takami** (The University of Tokyo)

In previous surveys, companies have often cited a “lack of sufficient time for education and training” as one of the problems they face in competence development of their employees. However, if companies want to hire and develop good human resources, it is necessary to improve the environment for education and training. I analyzed the data of a “survey on the human resources development and competence development in the smaller manufacturing industries” conducted by the Japan Institute for labor Policy and Training in February and March 2010. My research question is “in what situation do workers feel problems about their competence development?” In this study, I focus on the actual conditions of workplaces, including working hours and job autonomy. The

results show that if working hours are too long, workers feel that there are problems with their competence development. This is thought of as a problem of time limitation. And the point of my study is that if workers enjoy job autonomy, they feel less time pressure on their competence development. Based on this, companies can easily train their employees when their employees enjoy job autonomy. The study implies that it is necessary to improve the environment for education and training, raise working hours to reasonable levels, and give more job autonomy to employees.

Improvement of the Activities of the Education Training Services of Private Training Providers — Factor in the Prescription of Activities for Service Improvement

**Makoto Fujimoto** (The Japan Institute for Labour Policy and Training)

Workers who want to think about their career designs by themselves are increasing in Japan, and training services to meet such needs are recognized as a social policy-like problem with an international standard made by the ISO. In this thesis I try to clarify the problem based on an analysis of a questionnaire survey about the present conditions of actions of private training providers for improvements of services. The results of the analysis are as follows. Primarily, the organized system maintenance that an international standard such as the ISO demands from a provider lets a PDCA cycle for the improvement of training services activate in the providers of Japan. Second, providers that are not company organizations are apt to be behind with system maintenance. Third, the enforcement of public policy about training and career formation promotes the improvement of education training services. We can elicit two problems for the improvement of future training services. The first is the promotion of actions in providers other than company organizations, which primarily play a big role in training for medium and small-sized business. The second is the establishment of organization which presses the provider which is not concerned with public policies for actions for service improvement.

The Characteristics of “Manager Experience” That Are Useful for the Management of a Business Unit

**Yuki Sato** (Hitotsubashi University)

The object of this article is to identify characteristics of job experience that are useful for the management of an organization such as a subsidiary, division, or plant. In particular, this article focuses on “Manager Experience,” that is, job experience as a manager (e. g., director, section manager, and branch manager). Through a qualitative approach, it was found that there are two characteristics of “Manager Experience” at the section level, and two characteristics of “Manager Experience” at the department level. The first characteristic of “Manager Experience” at the section level is that those section managers had a greater deal of discretion than other section managers. The second characteristic of “Manager Experience” at the section level is that those section managers were managing larger sections. In turn, the first characteristic of “Manager Experience” at the department level is that their job as a manager was almost the same as that of a general manager (director). The second characteristic is that those department managers have an experience of taking on the central task of forming business strategies, which is not a usual task for department managers.