

## Abstracts

### Consideration for the Justification Grounds for the Recent Legislation Concerning the Employment Protection and Equal Treatment of Atypical Workers

**Masatoshi Ohki** (Himeji Dokkyo University)

The purpose of this paper is to examine the justification grounds for the recent legislation concerning the employment protection and equal treatment of atypical workers. After describing the legislation concerning employment protection doctrines (Conversion of Fixed-Term Employment Contracts to Employment Contracts without a Definite Period and Termination of Employment Doctrine, which prohibits employers' unreasonable refusal to renew some fixed-term contracts) and about equal treatment doctrine (Prohibition of Imposing Unreasonable Employment Conditions), the author considers whether this legislation is justified on the basis of the principle of private autonomy. The consideration shows the legislation is not justified (Conversion of Fixed-Term Employment Contracts) or barely justified (Prohibition of Imposing Unreasonable Employment Conditions) in the light of private autonomy, with the exception of the Termination of Employment Doctrine. These findings suggest that the use of the Termination of Employment Doctrine, for the employment protection of atypical workers, and the combination of promotion of training and creation of favorable employment opportunities, for equal treatment between regular workers and atypical workers, are more adequate means than Conversion of Fixed-Term Employment Contracts or Prohibition of Imposing Unreasonable Employment Conditions.

### Measures to Close the Wage Gap of Standard and Non-standard Workers: Bunching of Married Hourly Female Workers at Non-tax Levied Income Thresholds as One of the Causes of Large and Persistent Wage Gaps

**Nobuko Nagase** (Ochanomizu University)

A large wage gap between long term contract employees, called seishain, and non-standard employees, has been one of the features of the Japanese labor market. The growth in the labor market of non-standard employees led the Abe Cabinet to propose in 2017 new guidelines to close the gap between these two types of workers. This paper finds a large and mounting bunching around the 1.03 million yen tax-free threshold among married female hourly part-time workers raising children, using the Ministry of Health, Labor and Welfare's Longitudinal Survey of Adults in the 21st Century of 2002 to 2012, a panel survey of Japanese females age 20-34 starting from 2002. Though increasingly more married women earn some income, still two out of three housewives earn less than 1.49 million yen annual income today, and a large fraction of them are part-time hourly workers. Using the fixed effect model, this paper estimates the effect of changes in employment categories on log hourly wage. The result showed that for the same person, the wage rate declined by as much as 19 percent for females and 15 percent for males when changing the work category from long term employment to part-time work, after controlling for changes in age group and firm size. The size of such a wage gap is large compared with other countries. The paper also found that hourly part-time workers require to be paid 30 percent more to supply hours over the 1.03 million yen threshold. The tax and social security system as well as labor practices should be remedied so that more married women are given incentives to supply hours over the tax-free threshold.

### Changes in the Japanese Labor Market and the Rise in Non-regular Employment: Issues Surrounding Equal Pay for Equal Work

**Yoshio Higuchi** (Keio University)

Corporations in Japan have increasing demand for non-regular workers such as part-time or fixed-term workers rather than regular workers. This paper considers the background to this phenomenon from the perspective of labor supply and demand, elucidates the resulting problems, and examines policy solutions. Many factors are behind the rise in demand for non-regular workers, such as changes in industrial

structure and an increased amount of work with large fluctuations between busy and idle periods. At the same time, changes in management policies have accompanied shifts in corporate governance, such as a focus on increasing short-term profits, constraining personnel expenses, and avoiding fixed costs. Meanwhile, on the labor supply side, part-time employment used to predominate among married women, many of whom preferred short working hours to the long hours of regular employees. In recent years, however, as their husbands' incomes have declined, a growing number of married women have taken up non-regular employment to sustain their livelihoods. Separately, a rising number of non-regular workers are male heads of households in their 30s to 60s or single adults. Many of these men are involuntary non-regular workers. More non-regular workers have taken on important work responsibilities as a result of lengthening employment tenure. As the economy recovers and the labor shortage intensifies, there are moves to resolve various problems: wages for non-regular workers are rising somewhat, and more of these workers are shifting to regular employment, reducing the number of involuntary non-regular workers. However, the pace is slow and support through legislative reforms is needed. Several relevant laws have already been amended. In pursuit of Japan-style equal pay for equal work legislation, revisions to the Part-Time Employment Act, Labor Contracts Act, and Worker Dispatch Act are under consideration. Amendments to these laws should provide solutions that are more effective and non-disruptive.

#### Unionization of Non-regular Employees and Produced Effects

**Hodaka Maeura** (The Japan Institute for Labour Policy and Training)

This paper presents examination of efforts made by labor unions after unionizing non-regular employees and produced effects based on analysis results of case studies and questionnaire surveys. There remain some problems in studies on labor unions' efforts: those concerning unionization of non-regular employees lack analysis of labor unions' activities performed after the unionization, and those concerning effects of labor unions' efforts do not cover non-regular employees. In actual cases of labor unions' efforts, they try to handle non-regular employees equally with regular employees after unionizing non-regular employees, by improvement of treatment of non-regular employees and maintenance of their employment to companies. This paper also presents consideration on what "unionization of non-regular employees" means. We argue that it should mean a "way to realize equilibrium of treatment of employees within a company" which can be found through efforts to decrease wage differentials between regular and non-regular employees to the extent accepted by the both.

#### Clarifying the Multidimensional Nature of Family Supportive Supervisor Behavior in Japan

**Shizuka Takamura** (Seijo University)

Presently Japanese firms are making efforts to realize their employees work-life balances by providing new forms of human resource management. These efforts involve not only introducing the dependent care support and/or alternative work schedules and flexible working time, but also changing management itself. They try to put their value on efficiency (output per input) instead of working hours (input). According to this situation of change, supervisors must incorporate Family Supportive Supervisor Behaviors (FSSB) with new management behaviors.

The purpose of this paper is to conceptualize FSSB as a construct with some subordinate dimensions, including certain management behaviors, and presenting a multilevel model reviewing antecedent and outcome variables that are linked to this construct.

The results from OLS and SEM emphasize the fact that FSSB is constructed with four subordinating element: emotional support, instrumental support, creative work-family management and role modeling behaviors as Hammer et al. (2009) suggested.

The results also show the pathway from the firm's family-supportive organizational policies and practices to FSSB. At the same time they provide the evidence that there are the positive relationships between all subordinate factors of FSSB and outcomes of employees and perceived performance, and the most powerful factor is creative work-family management.

### External Activities, Side Businesses, and the Effectiveness of Human Resource Development

**Nobutaka Ishiyama** (Hosei University)

This study analyzes the influence of external activities, such as side businesses or cross boundary learning, on the effectiveness of human resource development. Previous studies have shown that many companies, in principle, prohibit working in side businesses. However, some companies do permit side businesses for the purpose of human resource development. Furthermore, previous studies have shown the importance of cross-boundary learning, which has similar characteristics to side businesses. To represent human resource development, this study considers job crafting, a type of cognition and behavior where employees take the initiative to improve their job. An online questionnaire was administered to 721 business persons who engaged in external activities and were employed by Japanese companies. External activities were divided into eight groups. The major findings are as follows:

- 1) The eight groups showed unique features with regard to the motive behind participating in external activities and the nature of such activities.
- 2) Career exploration, self-development, and additional income were the factors influencing participation in external activities. Career exploration was negatively related to job crafting, whereas self-development was positively related. Additional income was not related to job crafting.
- 3) Acquisition of new skills and interaction reflected the nature of external activities. These factors were positively related to job crafting.

The results reveal the importance of the motive behind participating in external activities and the nature of such activities.

### The Significance of Shared Work Spaces in Freelance Work: A Case of an Animator's Labor Process

**Shintaro Matsunaga** (Hitotsubashi University)

The aim of this paper is to reveal why most animators in the Japanese animation industry work in animation studios despite the fact that they have discretion to choose their workplaces. In the animation industry in Japan, many animators work as freelancers on a piece-rate wage system, but approximately 90% of them work in animation studios. From fieldwork in an animation studio ('Studio X') for three months, the author discovered that there are some merits in sharing workplaces for animators, and they are brought by a 'manager,' whose job is to support the animators. Her support for the animators is as follows; first, when another firm offers to appoint an animator in Studio X, she negotiates with the firm's staff for the animator's work conditions. This practice prevents animators from accepting disadvantageous conditions. Second, when animators need to search for their next jobs, she provides the animators with information of offers from other firms or asks other firms whether they have need to subcontract some jobs. This practice enables animators to continue their work without suspension and also get jobs they would like to be involved in. These practices are made possible because animators in Studio X are in the same workplace and thereby the manager can collect verbal and nonverbal information on the animators' needs, progress and so on. This indicates that sharing workplaces has an important function for contingent workers, such as freelancers.

### Carrier Development of IT Human Resources to Make Them into a Long-term, Effective Workforce——Project Experience Analysis of Ten Middle-aged IT Human Resources

**Kota Yoshida** (Hosei University)

This paper aims to obtain knowledge on the human resources development measures needed to make personnel who work in the information technology (IT) industry a long-term, effective workforce, in order to alleviate shortages of human resources in the industry, which is regarded as a growth industry in Japan. In this survey, for the ten middle-aged people over 45 years old selected from cooperating companies, their long-term work experience data from 212 projects were collected and analyzed while considering the thresholds found in preceding research. A project is a work unit of the

IT industry. The survey revealed roughly three major features in career formation. The first one is flexible internal job transfer. The target human resources in this survey, who had work experience in the upstream process with high added value, did not stay in one job category but survived while flexibly moving between fields of activities based on requests from the organization. The second and third features are factors in achieving this feature are expansion of job responsibilities and roles from the early stage of their career, and experience of work with a high level of the unknown in the middle stage of their career. The former leads to the expansion of their working range to the upstream process. The latter shows the effect of raising self-efficacy to accept an assignment where they are inexperienced at the time of their job expansion or transfer. Therefore, in order to develop human resources to make them a long-term, effective workforce in the IT industry, where technological innovations occur frequently, the awareness that the specialty of the IT industry is the flexible change of specialties of human resources is required. Also, career development not much focusing on becoming a specialist is necessary from the perspective of projects in which people can gain a wide variety of experiences without being restricted by their specialties.

In Which Companies “Employees’ Career Self-reliance” Is Promoted?—The Relationship Between Companies’ Business Activities and Human Resource Management and “Employees’ Career Self-reliance”

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

The concept of “career self-reliance” has been more extensively quoted in discussions about human resource management in companies and employees’ career development, and now become one of main topics. In this paper, focusing on relationships between companies’ business and human resource management policies and promotion of employees’ career self-reliance, we made an analysis on in which companies the career self-reliance is promoted. The analysis was based on data derived from a questionnaire survey of companies conducted by the Japan Institute for Labour Policy and Training (JILPT) in 2016. The current movement of employees’ career self-reliance in Japanese companies can be regarded as reflecting the trend of “individualization” in human resource management, which is seen as job-based and performance-based evaluations in a reward system. The result of the analysis suggests the possibility that promotion of the employees’ career self-reliance is more clearly positioned as part of efforts to enhance competitiveness by adding high values and system improvement activities to realize top-down management of companies. On the other hand, the survey result indicates the fact that only a few companies among those promoting the career self-reliance try to take into account their employees’ opinions when planning the employees’ staffing and personnel position changes. This fact suggests existence of a significant gap between companies which intend promotion of employees’ career self-reliance to satisfy companies’ business needs and employees who aim realization of career self-reliance from their own viewpoints.