

Long Working Time and Flexibility of Working Time Management and Workplace in Japan

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1. Background

- Working time (hereafter called WT) in Japan is the longest in advanced countries.
- WT has not been shortened over a past decade.
- Overtime, unpaid overtime, and few paid annual leaves are main factors.
- Legal working hours per week is 40 hours.
- Overtime is determined by a collective agreement.
- Legal upper limit of the length of overtime is 360 hours per year, but this is just like a non-binding guideline. Even when an overtime of more than 360 hours per year is agreed upon by a collective agreement, it is not illegal.
- One labor standard inspector is taking charge of about 1,500 enterprises.
- Among male workers in their late 20s to early 40s, the percentage of those who work over 60 hours a week exceeds 20%. (Ministry of Internal Affairs and Communications, *Employment Status Survey, 2007*).
- The number of claims for “Karoshi” or death by overwork from long working hours is increasing in recent years. It was 931 in 2007. This figure only shows the cases where the claims were filed, so it would be a considerable number if claims that were not filed were included.
- Mental disease like depression is also increasing.

2. Flexibility of WT management and workplace

2.1. Flexibility of WT management

- Managerial, specialist, and sales positions are partly exempt from legal WT management.

2.2. Flexibility of workplace

- Workers work in places other than their main workplace, for example, working overtime at home.

This survey shows a relation between working time and flexibility of WT management and workplace.

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3. Survey Outline

- JILPT conducted the survey in August and September of 2008.
Subject: 8,000 male and female workers nationwide 20 to 59 years of age, who are fulltime permanent employees (“Seishain”).
- Number of responses: 6,430.

4. Fact findings

4.1. Monthly Average Amount of Actual Total WT (ATWT), Overtime (OT) and Unpaid Overtime (UOT)

Table 1. Monthly average amount of actual total working time (ATWT), overtime (OT) and unpaid overtime (UOT)

		N=6,054 (ATWT, OT)		N=4,895 (UOT)
		ATWT	OT	UOT
Total		206	28	16
Gender	Male	213	33	17
	Female	189	17	14
Age	20s	210	31	15
	30s	211	31	16
	40s	205	29	17
	50s	200	23	16

Table 2. Monthly average amount of actual total working time (ATWT), overtime (OT) and unpaid overtime (UOT)

		N=6,054 (ATWT, OT)		N=4,895 (UOT)
		ATWT	OT	UOT
Total		206	28	16
Industry	Construction	221	25	15
	Manufacturing	203	26	17
	Utilities	199	23	15
	ICT	199	21	18
	Transportation	225	24	17
	Wholesale, retail	212	27	17
	Bank, insurance	196	29	19
	Research	207	26	13
	Hotel, restaurant	230	32	14
	Education	219	44	17
	Medical, welfare	193	32	14
	Service	209	28	17
	Public service	189	40	15
	Other service	211	28	15
Miscellaneous	199	27	13	
Company size (employees)	1-29	210	22	14
	30-99	212	30	17
	100-299	208	29	16
	300-999	206	31	16
	1,000-2,999	204	31	15
	3,000-	199	30	18

Table 3. Monthly average amount of actual total working time (ATWT), overtime (OT) and unpaid overtime (UOT)

		N=6,054 (ATWT, OT)		N=4,895 (UOT)
		ATWT	OT	UOT
Total		206	28	16
Occupation	General affairs, HRM	193	22	16
	Clerical, secretarial	187	16	15
	Sales	216	35	16
	Customer service	216	27	15
	Analysis, patent	197	27	16
	R&D	206	36	15
	Medical, educational	205	27	17
	Workplace supervisor	218	34	16
	Manufacturing operation	201	22	18
	Driver	241	39	19
	Security, sanitation	211	22	28
	Managerial position	Rank & file employee	204	25
Senior staff, unit head		206	32	19
Section manager		214	37	16
Department Manager		216	37	15

Table 4. Monthly average amount of actual total working time (ATWT), overtime (OT) and unpaid overtime (UOT)

		N=6,054 (ATWT, OT)		N=4,895 (UOT)
		ATWT	OT	UOT
Total		206	28	16
WT system	Normal (strict)	204	26	16
	Flexitime (medium)	203	33	16
	De facto system (loose)	236	50	20
	Nothing special (loose)	237	44	15
Number of work place	1	198	23	16
	2	211	30	18
	3	220	39	17
	4 and more	224	45	15
Type of work place (as 2 nd or N th work place)	Affiliates, branch offices	215	29	16
	Home	223	29	15
	Customers' site	218	27	17
	Trains, cars	220	29	13
	Hotels	220	27	15
Type of work at home	Cafe	216	28	14
	Company regulation	203	34	21
	Supervisor's decision	216	41	12
	My own decision	224	44	17

4.2. Factors affecting the change in ATWT (multivariable analysis, OLS)

- Explained variable: ATWT(ln).
- Explaining variables: gender, age, annual income, industry, company size, work-leisure choice, occupation, managerial position, WT system, number of workplace, type of workplace (as 2nd or Nth workplace).

Table 5. Factors affecting the change in ATWT (OLS)

		Number of obs = 5,717		F =25.26 (Prob >F =0.00)		
		R-squared = 0.18		Adj R-squared = 0.17		
		Coef.	Std. Err.	t	P>t	Beta
Male (B.M. = Female)		0.08	0.01	10.91	0.00	0.17
Age		0.00	0.00	-11.89	0.00	-0.17
Income (ln)		0.02	0.01	3.46	0.00	0.06
Industry (B.M. = Manufacturing)	Construction	0.04	0.01	3.35	0.00	0.05
	Utilities	-0.02	0.02	-1.25	0.21	-0.02
	ICT	-0.05	0.01	-4.08	0.00	-0.06
	Transportation	0.00	0.02	0.16	0.87	0.00
	Wholesale, retail	0.02	0.01	2.11	0.04	0.03
	Bank, insurance	-0.01	0.01	-1.08	0.28	-0.02
	Research	-0.01	0.01	-0.68	0.50	-0.01
	Hotel, restaurant	0.09	0.02	5.18	0.00	0.07
	Education	0.03	0.02	1.87	0.06	0.03
	Medical, welfare	-0.04	0.01	-2.81	0.01	-0.05
	Service	0.01	0.01	1.09	0.28	0.02
	Public service	-0.06	0.01	-4.51	0.00	-0.07
	Other service	0.01	0.02	0.53	0.60	0.01
	Miscellaneous	-0.03	0.02	-1.57	0.12	-0.02
Company size (employees, B.M. = 3,000-)	1-29	0.07	0.01	7.12	0.00	0.12
	30-99	0.06	0.01	6.95	0.00	0.11
	100-299	0.05	0.01	5.11	0.00	0.08
	300-999	0.04	0.01	4.27	0.00	0.06
	1,000-2,999	0.03	0.01	2.75	0.01	0.04
Work-leisure choice (B.M. = Equally important)	Work-oriented	0.01	0.02	0.68	0.50	0.01
	More or less work-oriented	-0.01	0.01	-0.86	0.39	-0.01
	More or less leisure-oriented	0.00	0.01	0.70	0.48	0.01
	Leisure-oriented	-0.01	0.01	-0.96	0.34	-0.01
Occupation (B.M. = Clerical, secretarial)	General affairs, HRM	-0.01	0.01	-0.73	0.47	-0.01
	Sales	0.04	0.01	3.37	0.00	0.07
	Customer service	0.06	0.02	3.75	0.00	0.06
	Analysis, patent	-0.02	0.02	-1.09	0.27	-0.01
	R&D	0.01	0.01	1.11	0.27	0.02
	Medical, educational	0.06	0.02	4.14	0.00	0.09
	Workplace supervisor	0.06	0.01	4.16	0.00	0.07
	Manufacturing operation	0.01	0.01	0.49	0.62	0.01
	Driver	0.17	0.02	8.88	0.00	0.15
Security, sanitation	0.06	0.03	1.96	0.05	0.03	
Managerial position (B.M. = Rank & file)	Senior staff, unit head	0.01	0.01	0.99	0.32	0.01
	Section manager	0.03	0.01	3.13	0.00	0.04
	Department Manager	0.02	0.01	1.30	0.19	0.02
WT system (B.M. = Normal)	Flexitime (medium)	0.00	0.01	-0.21	0.83	0.00
	Defacto system (loose)	0.09	0.01	6.35	0.00	0.08
	Nothing special (loose)	0.09	0.02	5.65	0.00	0.07
Number of work place (B.M. = Single)	2	0.03	0.01	3.88	0.00	0.05
	3	0.06	0.01	6.88	0.00	0.09
	4 and more	0.06	0.01	6.19	0.00	0.08
Constant		5.14	0.04	126.32	0.00	

- Occupation: sales, customer service, medical & educational, workplace supervisor, driver, security & sanitation.
- Managerial position: section manager
- WT system: de facto system, nothing special
- Number of workplace: 2,3,4 places

Table 6. Factors affecting the change in ATWT (OLS)

		Number of obs = 2,499	F =8.57 (Prob >F =0.00)			
		R-squared = 0.15	Adj R-squared = 0.14			
		Coef.	Std. Err.	t	P>t	Beta
Male (B.M. = Female)		0.07	0.01	5.10	0.00	0.12
Age		0.00	0.00	-7.53	0.00	-0.17
Income (ln)		0.03	0.01	3.06	0.00	0.08
Industry (B.M. = Manufacturing)	Construction	0.06	0.02	3.44	0.00	0.08
	Utilities	-0.02	0.03	-0.80	0.42	-0.02
	ICT	-0.05	0.02	-3.01	0.00	-0.06
	Transportation	-0.03	0.03	-1.13	0.26	-0.03
	Wholesale, retail	0.01	0.02	0.44	0.66	0.01
	Bank, insurance	-0.02	0.02	-0.84	0.40	-0.02
	Research	-0.02	0.02	-0.80	0.43	-0.02
	Hotel, restaurant	0.05	0.03	1.60	0.11	0.03
	Education	0.03	0.03	1.01	0.31	0.03
	Medical, welfare	-0.07	0.03	-2.68	0.01	-0.07
	Service	0.02	0.02	1.02	0.31	0.02
	Public service	-0.02	0.02	-1.01	0.31	-0.02
	Other service	0.03	0.03	0.95	0.34	0.02
	Miscellaneous	0.00	0.03	0.08	0.94	0.00
Company size (employees, B.M. = 3,000-)	1-29	0.07	0.02	4.55	0.00	0.12
	30-99	0.07	0.01	4.85	0.00	0.12
	100-299	0.06	0.02	3.97	0.00	0.09
	300-999	0.04	0.01	2.95	0.00	0.07
	1,000-2,999	0.04	0.02	2.54	0.01	0.05
Work-leisure choice (B.M. = Equally important)	Work-oriented	-0.02	0.03	-0.53	0.60	-0.01
	More or less work-oriented	-0.02	0.01	-2.14	0.03	-0.04
	More or less leisure-oriented	0.01	0.01	0.55	0.58	0.01
	Leisure-oriented	-0.02	0.02	-1.17	0.24	-0.02
Occupation (B.M. = Clerical, secretarial)	General affairs, HRM	0.01	0.02	0.58	0.56	0.02
	Sales	0.05	0.02	2.31	0.02	0.09
	Customer service	0.09	0.03	2.93	0.00	0.07
	Analysis, patent	-0.03	0.03	-0.87	0.39	-0.02
	R&D	0.02	0.02	0.94	0.35	0.04
	Medical, educational	0.08	0.03	2.99	0.00	0.11
	Workplace supervisor	0.08	0.02	3.42	0.00	0.10
	Manufacturing operation	0.01	0.03	0.54	0.59	0.02
	Driver	0.23	0.04	6.36	0.00	0.19
Security, sanitation	0.15	0.05	2.82	0.01	0.06	
Managerial position (B.M. = Rank & file)	Senior staff, unit head	0.01	0.01	1.22	0.22	0.03
	Section manager	0.01	0.01	1.01	0.31	0.02
	Department Manager	0.02	0.02	1.02	0.31	0.02
WT system (B.M. = Normal)	Flexitime (medium)	-0.01	0.01	-1.08	0.28	-0.02
	De facto system (loose)	0.09	0.02	5.32	0.00	0.10
	Nothing special (loose)	0.07	0.02	3.68	0.00	0.07
Type of work place (as 2nd or N th work place)	Affiliates, branch offices	0.00	0.01	0.18	0.86	0.00
	Home	0.04	0.01	3.95	0.00	0.08
	Customers' site	0.01	0.01	1.47	0.14	0.03
	Trains, cars	0.00	0.01	-0.06	0.95	0.00
	Hotels	0.01	0.01	0.41	0.68	0.01
	Cafe	-0.03	0.02	-1.36	0.17	-0.03
Constant		5.12	0.07	75.89	0.00	

- Occupation: sales, customer service, medical & educational, workplace supervisor, driver, security & sanitation.
- Managerial position: none.
- WT system: de facto system, nothing special.
- Type of workplace: home.

The survey found that flexibility of WT management and workplace is a factor leading to long working time as above.

4.3. Factors affecting the flexibility in WT management and in workplace (multivariable analysis, Probit)

- Explained variable: WT flexibility, workplace flexibility.
- Explaining variables: gender, age, annual income, education, spouse, dependent children, ATWT, industry, company size, work-leisure choice, occupation, managerial position.

Table 7. Factors affecting the flexibility in WT management (Flexible = 1, Probit)

		Number of obs = 5,718	L.R chi2 = 1,031 (Prob >chi2 = 0.00)			
		Pseudo R-squared = 0.27	Log likelihood = -1,404			
		Coef.	Std. Err.	z	P>z	dF/dx
Male (B.M. = Female)		0.08	0.09	0.93	0.35	0.01
Age		0.00	0.00	-1.36	0.17	0.00
Income (ln)		0.24	0.07	3.32	0.00	0.03
Education (B.M. = 12 years or less)	14 years	-0.07	0.08	-0.92	0.36	-0.01
	16 years or more	0.01	0.06	0.18	0.86	0.00
Spouse (B.M. = None)		-0.02	0.06	-0.41	0.69	0.00
Dependent children (under 15 years old, B.M. = None)		0.01	0.06	0.20	0.84	0.00
ATWT (ln)		0.97	0.12	7.86	0.00	0.11
Industry (B.M. = Manufacturing)	Construction	-0.25	0.13	-1.96	0.05	-0.02
	Utilities	-0.41	0.23	-1.78	0.07	-0.03
	ICT	0.27	0.11	2.59	0.01	0.04
	Transportation	-0.03	0.16	-0.20	0.84	0.00
	Wholesale, retail	-0.01	0.10	-0.12	0.91	0.00
	Bank, insurance	0.02	0.12	0.14	0.89	0.00
	Research	-0.08	0.14	-0.53	0.59	-0.01
	Hotel, restaurant	0.01	0.18	0.07	0.95	0.00
	Education	-0.23	0.20	-1.16	0.25	-0.02
	Medical, welfare	-0.15	0.17	-0.90	0.37	-0.02
	Service	-0.04	0.11	-0.38	0.71	-0.01
	Public service	-1.01	0.20	-5.15	0.00	-0.06
	Other service	0.06	0.18	0.34	0.73	0.01
Miscellaneous	0.00	0.17	0.01	0.99	0.00	
Company size (employees, B.M. = 3,000-)	1-29	-0.06	0.09	-0.62	0.54	-0.01
	30-99	-0.20	0.09	-2.14	0.03	-0.02
	100-299	-0.37	0.10	-3.81	0.00	-0.03
	300-999	-0.30	0.09	-3.45	0.00	-0.03
	1,000-2,999	-0.28	0.10	-2.88	0.00	-0.03
Work-leisure choice (B.M. = Equally important)	Work-oriented	0.00	0.18	0.01	0.99	0.00
	More or less work-oriented	0.04	0.07	0.68	0.50	0.01
	More or less leisure-oriented	-0.04	0.07	-0.60	0.55	-0.01
	Leisure-oriented	-0.05	0.11	-0.46	0.64	-0.01
Occupation (B.M. = Clerical, secretarial)	General affairs, HRM	0.30	0.15	2.01	0.04	0.04
	Sales	0.62	0.14	4.55	0.00	0.09
	Customer service	0.34	0.19	1.73	0.08	0.05
	Analysis, patent	0.75	0.19	3.88	0.00	0.14
	R&D	0.54	0.14	3.75	0.00	0.08
	Medical, educational	0.40	0.20	1.96	0.05	0.06
	Workplace supervisor	0.42	0.16	2.63	0.01	0.06
	Manufacturing operation	-0.06	0.18	-0.32	0.75	-0.01
Driver	0.59	0.21	2.77	0.01	0.10	
Managerial position (B.M. = Rank & file)	Senior staff, unit head	0.05	0.08	0.70	0.49	0.01
	Section manager	1.15	0.08	13.75	0.00	0.24
	Department Manager	1.36	0.11	12.20	0.00	0.34
Constant		-8.38	0.78	-10.76	0.00	

- Income(+).
- ATWT(+).
- Industry: ICT(+), public service(-).
- Company size: 30-99(-), 100-299(-), 300-999(-), 1,000-2,999(-).
- Occupation: sales(+), analysis & patent(+), R&D(+), workplace supervisor(+), driver(+).
- Managerial position: section manager(+), department manager(+)

Table 8. Factors affecting the flexibility in workplace (Flexible = 1, Probit)

		Coef.	Std. Err.	z	P>z	dF/dx
Male (B.M. = Female)		0.06	0.05	1.25	0.21	0.02
Age		-0.01	0.00	-2.94	0.00	0.00
Income (ln)		0.12	0.05	2.61	0.01	0.05
Education (B.M. = 12 years or less)	14years	-0.02	0.05	-0.45	0.65	-0.01
	16 years or more	0.07	0.04	1.69	0.09	0.03
Spouse (B.M. = None)		0.01	0.04	0.33	0.74	0.01
Dependent children (under 15 years old, B.M. = None)		0.10	0.04	2.70	0.01	0.04
ATWT (ln)		0.75	0.09	8.41	0.00	0.29
Industry (B.M. = Manufacturing)	Construction	0.28	0.08	3.40	0.00	0.11
	Utilities	0.17	0.12	1.35	0.18	0.07
	ICT	0.04	0.08	0.53	0.60	0.02
	Transportation	-0.22	0.11	-2.09	0.04	-0.09
	Wholesale, retail	-0.17	0.07	-2.27	0.02	-0.07
	Bank, insurance	-0.32	0.09	-3.77	0.00	-0.12
	Research	0.25	0.10	2.57	0.01	0.10
	Hotel, restaurant	-0.16	0.12	-1.27	0.21	-0.06
	Education	0.53	0.12	4.49	0.00	0.21
	Medical, welfare	-0.29	0.10	-2.89	0.00	-0.11
	Service	-0.08	0.08	-0.97	0.33	-0.03
	Public service	-0.18	0.08	-2.14	0.03	-0.07
	Other service	-0.12	0.13	-0.89	0.37	-0.05
Miscellaneous	-0.06	0.11	-0.50	0.62	-0.02	
Company size (employees, B.M. = 3,000-)	1-29	-0.13	0.06	-2.09	0.04	-0.05
	30-99	-0.19	0.06	-3.13	0.00	-0.07
	100-299	-0.21	0.06	-3.34	0.00	-0.08
	300-999	-0.16	0.06	-2.67	0.01	-0.06
	1,000-2,999	-0.10	0.06	-1.51	0.13	-0.04
Work-leisure choice (B.M. = Equally important)	Work oriented	-0.08	0.12	-0.66	0.51	-0.03
	Somewhat work oriented	-0.09	0.04	-1.99	0.05	-0.04
	Somewhat leisure oriented	0.03	0.05	0.69	0.49	0.01
	Leisure oriented	-0.02	0.07	-0.26	0.80	-0.01
Occupation (B.M. = Clerical, secretarial)	General affairs, HRM	0.08	0.08	0.94	0.35	0.03
	Sales	0.92	0.07	12.36	0.00	0.12
	Customer service	0.30	0.11	2.83	0.01	0.12
	Analysis, patent	0.84	0.13	6.49	0.00	0.32
	R&D	0.68	0.08	8.49	0.00	0.27
	Medical, educational	0.54	0.11	5.09	0.00	0.21
	Workplace supervisor	0.45	0.09	4.81	0.00	0.18
	Manufacturing operation	-0.03	0.09	-0.38	0.70	-0.01
	Driver	0.37	0.13	2.91	0.00	0.15
Security, sanitation	0.65	0.20	3.26	0.00	0.25	
Managerial position (B.M. = Rank & file)	Senior staff, unit head	0.18	0.05	3.89	0.00	0.07
	Section manager	0.41	0.07	6.04	0.00	0.16
	Department Manager	0.68	0.10	6.64	0.00	0.26
Constant		-5.19	0.53	-9.72	0.00	

- Age(-).
- Income(+).
- ATWT(+).
- Dependent children(+).
- Industry: construction(+), transportation(-), wholesale & retail(-), bank & insurance(-), research(+), education(+), medical & welfare(-), public service(-).
- Company size: 1-29(-), 30-99(-), 100-299(-), 300-999(-).
- Occupation: sales(+), customer service(+), analysis & patent(+), R&D(+), medical & educational(+), workplace supervisor(+), driver(+), security & sanitation(+).
- Managerial position: senior staff & unit head(+), section manager(+), department manager(+).

As seen above, the characteristics of those working under the flexible WT management and in flexible workplace are: workers with high income, long working hours, and white-color employees such as in sales and specialist jobs, and more employees in managerial position than rank & file employees.

Table 9. Difference of work consciousness and degree of satisfaction in relation to the flexibility of WT management

(%)						
Work-leisure choice						
	Leisure-oriented	More or less leisure-oriented	Equally important	More or less work-oriented	Work-oriented	Total
Less flexible	7	23	43	24	2	100
Flexible	6	21	42	28	4	100
Total	7	23	43	24	2	100
Degree of satisfaction (Income)						
	Satisfied	More or less satisfied	Neither satisfied nor dissatisfied	More or less dissatisfied	Dissatisfied	Total
Less flexible	5	28	20	24	22	100
Flexible	10	32	20	17	21	100
Total	6	29	20	24	22	100
Degree of satisfaction (Contents of Job)						
	Satisfied	More or less satisfied	Neither satisfied nor dissatisfied	More or less dissatisfied	Dissatisfied	Total
Less flexible	8	43	28	14	6	100
Flexible	12	44	23	14	6	100
Total	9	44	27	14	6	100
Degree of satisfaction (Length of time spent with family members)						
	Satisfied	More or less satisfied	Neither satisfied nor dissatisfied	More or less dissatisfied	Dissatisfied	Total
Less flexible	7	42	28	17	6	100
Flexible	7	37	24	22	11	100
Total	7	41	27	18	7	100
Degree of satisfaction (Length of time spent with friends)						
	Satisfied	More or less satisfied	Neither satisfied nor dissatisfied	More or less dissatisfied	Dissatisfied	Total
Less flexible	4	31	36	22	7	100
Flexible	4	23	35	26	12	100
Total	4	30	36	23	8	100
Degree of satisfaction (Length of time spent for hobbies, etc.)						
	Satisfied	More or less satisfied	Neither satisfied nor dissatisfied	More or less dissatisfied	Dissatisfied	Total
Less flexible	4	31	27	27	11	100
Flexible	3	24	24	32	17	100
Total	4	30	27	27	12	100
Frequency of thinking of one's job (during commuting)						
	Always	Often	Sometimes	Less	Total	
Less flexible	16	33	32	19	100	
Flexible	26	38	22	14	100	
Total	17	33	31	19	100	
Frequency of thinking of one's job (at home)						
	Always	Often	Sometimes	Less	Total	
Less flexible	8	29	43	20	100	
Flexible	15	38	34	13	100	
Total	8	30	42	20	100	
Frequency of thinking of one's job (when going out other than for work)						
	Always	Often	Sometimes	Less	Total	
Less flexible	5	16	35	43	100	
Flexible	12	23	35	30	100	
Total	6	17	35	42	100	

4.4. Differences of work consciousness and degree of satisfaction in relation to the flexibility of WT management

According to Table 9, workers with flexibility of WT management are:

- likely to give priority to their jobs,
- likely to be satisfied with their income and job contents,
- likely to be dissatisfied with the length of time to spend with their friends and families, and time to spend for their hobbies, and
- likely to think of their work very frequently, on their way to/from work, at home, and even while they are out other than for work.

Looking at their visions for the future from Table 10, workers with flexibility of WT management have more motivation for career success in his/her company and desire for independence, and they also have more commitment to their own jobs.

Table 10. Visions for future work in relation to WT management flexibility

	(%)					
	Wish to gain experience in various companies in order to join the top management in the future	Wish a moderate promotion to a managerial position	Wish to continue working for the same company until retirement age, regardless of promotion	Wish to make a contribution in this company by utilizing my experience and expertise	Do not stick to this company if my experience can be utilized	Wish to try my ability to run my own business
Less flexible	5	8	18	15	20	3
Flexible	12	7	11	20	22	5
Total	5	8	17	15	20	3
	Wish to change companies as soon as I can find a more favorable situation	Have no particular requests or problems to consider	Wish to quit my job if the conditions are met	Wish to quit the job as soon as possible	Others	Total
Less flexible	10	12	8	1	1	100
Flexible	7	8	5	1	1	100
Total	10	11	8	1	1	100

5. Tentative conclusion

The middle- and long-term governmental policies and corporate management is going in the direction of more flexibility of WT management and workplace. However, it is not really acknowledged as a problem that the flexibility itself makes working time longer.

If workers themselves can decide the length of their working time according to the needs of their work and life, flexibility is not bad. Flexibility in itself means that working time can be either longer or shorter than normal working hours. In Japan, however, it acts just as a way to make working time longer.

The difficulty in giving consideration to the future direction is that not all Japanese workers are necessarily dissatisfied with their working time. Workers with flexibility of WT management are also not satisfied with their time to spare, but at the same time they very frequently think of their work and also have positive attitudes toward their jobs.

It may be said that Japanese workers, who do not know how people spend their vacation or spare time in Europe, are likely to be content with their present situation. However, when we come to think of the many victims who suffer from death by overwork or depression

resulting from long working hours and various other demerits, shorter working hours is indispensable. This may be achieved by appealing the benefit of taking leaves or vacation to those who work hard and value long working hours, as well as developing legal systems and human resource management.