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General Survey

Major Firms' Restructuring Plans amid "Heisei Recession"

At a meeting of Bank of Japan (BOJ) branch managers held at the end of January, BOJ acknowledged that corporations continue to feel uncertain about the prospects for economic recovery. The Bank stated that the economic Slump has worsened since last fall because of sluggish private-sector demand. In particular, personal spending and investment in factories and equipment are weak that the mood of uncertainty regarding business prospects has intensified. BOJ branch managers regularly meet to report on regional economic conditions.

The number of bankruptcies in 1992 continued at above year-earlier levels for the fourth straight month, the Teikoku Data Bank, a private credit research organ, said in releasing a survey of trends in corporate bankruptcy. Bankruptcies brought on by poor sales, difficulties in collecting payment for goods sold on credit, an accumulation of bad debts and poor business performance accounted for 57.6 percent of the total, highlighting a rapid increase in "recession-induced" bankruptcies. Despite a decrease in large-scale bankruptcies stemming from the collapse of the "bubble economy", the number of small-scale failures particularly in manufacturing is increasing as firms fall victim to the current recession. The bubble economy refers to the period when asset inflation, marked by soaring stock and real estate prices, was the principal stimulus to growth. It is expected that the number of such bankruptcies will continue to increase during the 1993 fiscal year.

Under these circumstances, companies are undertaking restructuring plans. On February 23, Nissan Motor Co. announced plans to shut down car production at its Zama plant, a major production site, around spring 1995 and to cut 5,000 jobs company-wide by March 1996. The nation's automakers built new domestic plants one after another in the late 1980s. But faced with the second consecutive yearly fall in domestic sales and tighter restrictions on the number of car exports to the U.S. and Europe, they are now experiencing troubles both at home and abroad. Nissan's Zama shutdown and job cutbacks represent a streamlining plan aimed at securing a reasonable production capacity and workforce. Both were boosted during the period of the bubble economy to levels now deemed excessive.

Meanwhile, Nippon Telegraph and Telephone Corp. (NTT) joined other companies in announcing major restructuring plans calling for large personal cutbacks. NTT will cut 30,000 jobs by 1996, bringing its workforce to 200,000. The company said that local telephone and other divisions are structurally in the red. Furthermore, that earnings could decline further in the face of intense competition from new carriers which entered the

telecommunication market after NTT was privatized. The company's mid-term program launched in fiscal 1990 aims to cut employment from 270,000 in 1990 to 230,000 by the end of 1994. By introducing early retirement and limiting new hirings, however, the telecommunication giant expects the program to be achieved during the coming business year. The company will implement the new restructuring program in line with the old one.

Labor-Management Relations

1993 Shunto -Labor and Management Negotiate-

The 1993 shunto, or spring wage negotiations, take place amidst a protracted economic slump in the wake of the bursting of the speculative bubble economy. Rengo (Japanese Trade Union Confederation), the nation's biggest trade union group, decided to forward to management its demand for a 7 percent, or 20,00yen monthly wage increase. Using this target as a guideline, individual industrial organizations decided upon their respective wage hike requests for bargaining with management. Most will demand a pay raise of one point less than last year's settlement because of stable consumer prices and declining corporate earnings of individual firms. Last year labor and management agreed on an average increase of 4.95 percent. In the final stage of negotiations, labor sought a wage raise of 4 percent or more but ended up accepting the 3.6-3.9 percent increase.

Rejecting Rengo's 7 percent wage hike, Nikkiren (Japanese Federation of Employer's Associations) contended that the third straight fall in corporate earnings expected for the current business year ending in March, provides little room for cost increases. Noting that businesses' vigorous investment in plant and equipment during the period of the bubble economy increased fixed expenses and which mobilized three times the number of workers in the high-growth period, the influential employer's group stressed the need to give priority to employment over higher wages in this year's spring wage negotiations.

Labor is trying to concentrate issues for bargaining in the spring wage talks, to a wage hike, shorter working hours, bonuses and intracompany welfare in its demands submitted to management.

Of the issues to be negotiated, regarding shorter work hours, labor asked management to clarify when and how a reduction of working hours to the 1,800-hour level is to be attained. Furthermore labor asked for an increase in the premium for overtime work, which is set at a lower level than that of Western nations. Under Japan's Labor Standard Law, the rate of increase for overtime pay is set at 25 percent for both work on weekdays and on holidays. In

Japan slightly less than 90 percent of establishments adopt a 25 percent overtime premium, while in Western countries it is 50 percent. Longer overtime is pointed out as one of the causes on Japan's long work hours. Labor, therefore intends to trim overtime by raising the overtime premium. In addition, many labor unionists complain that their income fell considerably because of less overtime work due to the sluggish economy. Thus, labor is trying to make up for less income by raising overtime pay.

Referring to shorter work hours, Nikkeiren said that without improved productivity, higher costs are inevitable, thus pointing out that a shortening of working time is not easy to achieve in the midst of sluggish investment in factories and equipment. What is more, the employer's group adopted the stance that the 1,800 work hours goal will be difficult to attain during the 1992-96 period called for by the government's five-year plan for turning Japan into a "lifestyle super power" with less working hours and more leisure time. The goal for the time being should be one of driving home the 1,900-2,000-hour level, said Nikkeiren.

Image of Labor Unions, "Old-fashioned and Conservative" -Rengosoken Survey of Union's Awareness-

The images of labor unions are that they are "old-fashioned and conservative" and they "lean toward the company" in their activities, Rengo Seikatsu Kaihatsu Kenkyujo (Research Institute for Advancement of Living Standards-Rengosoken) said in a survey compiled on January 25 that members have a negative view of labor unions. Thus, many white-collar union members, among others, picture unions as "weak" or "undependable." In view of the survey outcome, Rengosoken concludes that "labor unions are now being asked to reform themselves in order to respond adequately to changing attitudes toward work and the diversifying needs of members."

The survey covered members of labor unions affiliated with Rengo, of whom approximately 850 responded to the questionnaire. According to the survey results, 32.5 percent of the respondents picture labor unions as "old-fashioned"; 12.5 percent as "new"; 32.8 percent as "conservative ;" and 13.9 percent as "revolutionary." Of those surveyed, 49.4 percent of male unionists with college educations and in the research and engineering field see labor unions as "old-fashioned," 54.5 percent as "conservative," 45.5 percent as "weak" and 29.2 percent as "undependable." Thus the survey showed that many union members picture have a strongly negative image of labor unions.

As for union activities, 10.7 percent of respondents said "labor unions are overly at the

mercy of the company," thus voicing their harsh criticism. The percentage of those who said that labor unions are "too cooperative with the company" was also high at 29.8 percent.

However, 53.7 percent answered labor unions are "definitely necessary," followed by "are probably necessary" (39.1%). Thus, only a few rules out the need for labor unions themselves.

International Relations

Japanese-owned Companies, Learn from Legalized American Way —JIL Hosts Seminars on Equal Employment Issues in the U.S—.

Since fiscal 1992, the Japan Institute of Labour (JIL) has been conducting a two-year Japan-U.S. Joint Research Project on Equal Employment Issues involving Japanese-owned corporations based in the U.S. Under the project, organized by legal scholars and lawyers from both Japan and the U.S.(chair: Tadashi Hanami, Professor of Sophia University), JIL has been researching case studies into employment discrimination through analysis of legal cases and interviews with companies at their headquarters in Japan as well as at their U.S. subsidiaries.

As part of this project, in early March JIL held "seminars for human resource managers on equal employment issues involving Japanese/American companies" in both Japan and the U.S.. The U.S. seminar was held first in New York on March 2 and then in Los Angeles on March 4 in cooperation with Japan Society and Japan Business Association of Southern California respectively.

The seminars featured the importance of a comprehensive understanding from a theoretical as well as pragmatic aspects of equal employment issues involving Japanese-owned companies. In the New York seminar, Lance Liebman, dean and professor of law at Columbia University, explained America's equal employment opportunity laws. Leo Kanowitz, professor emeritus of law at the University of California, Hastings College of Law, did the same in the Los Angeles seminar. The U.S. seminars featured systematic lectures particularly on moves toward the equal employment laws following enactment in 1964 of the Civil Rights Act, revision in 1991 of the Act and enactment in 1990 of the Americans with Disability Act, prohibiting discrimination against the disabled. Responding to the lectures from the U.S. side, Professor Hanami expounded upon differences between the U.S. and Japanese legal systems and clarified reasons why Japanese firms being targets of criticism in the mass media.

Next, Chiba University assistant professor Nakakubo reported on an outline of about 40 legal cases of discrimination in employment the project team analyzed. He was followed by Weather field, former legal director of NOW and currently a visiting research scholar at the University of Tokyo, who fictionalized a story from categorized cases for subsequent discussions by lawyers of both the plaintiff and the defendant. A series of U.S. House of Representatives hearings, which began in July 1991, came to an end with the fourth round of hearings in 1992. This gives the impression that troubles of U.S. subsidiaries of Japanese corporations have apparently disappeared. However, those concerned with Japanese companies unanimously agreed that issues regarding employment discrimination are a sensitive topic which will enter a difficult phase in the coming years. Participants at the seminars agreed with Prof. Nakakubo's remark that "it will be imperative for Japanese corporations to build an image that they won't discriminate against American workers in employment." Prof. Hanami, who chaired the U.S. seminars, concluded the seminars with the remark that: "Lawsuits require tremendous amounts of money. It will be necessary for both sides to adopt a flexible attitude toward early reconciliation to avert a prolonged lawsuit."

In the Tokyo seminar, lectures stressed the following points at issue. First, repeating Japanese ways of doing things even if they are legal, which the U.S. citizens might consider arrogant, will in the long run seriously damage Japanese firms. Second, prior and post training are of course important, but translating this training into action in daily routine work is daily not easy.

Public Policy

System of Granting Permission to Overseas Job Placement Projects to be inaugurated — Ministry of Labour to Revise Enforcement Regulations of Employment Security Law—

In recent years there has been a growing need to hire foreign workers in the professional and the technological field, as well as Japanese students abroad. Also growing is domestic employment of foreigners with Japanese ancestry and overseas employment of Japanese. Despite this, however, the adequate application of legal mechanisms to adjust labor supply and demand which goes beyond national boundaries has yet to be clarified. This produces huge number of inappropriate cases of labor supply and demand adjustment, including those involving illegal underground brokers. The current Employment Security Law (ESL) allows private job placement agencies to offer services with charges to those engaged in such professional jobs as art and music. It does not allow for job placement overseas, however.

In view of this, the Research and Study Group Regarding Overseas Labor Supply and Demand, which is under the Ministry of Labour, in February compiled a report calling for a job placement system by overseas public organs and private agencies. In the report, the Study Group pointed out "the need for more effective management of an overseas labor supply and demand system as it greatly affects the domestic job market and requires protection of workers." Toward this end, the Study Group noted, "the government needs to consolidate a system which can adequately function in an overall manner, while making efficient use of labor supply and demand adjustment functions of the private sector." Specifically, the Study Group made the following recommendations. First, the government or the quasi-government organ will sponsor overseas job placement projects as occasion demands policy wise. Second, the government will consolidate a system of granting permission to privately-run job placement projects to conduct overseas job placement activities in line with the ILO Treaty. Third, the government will consolidate a system for reporting to the government on overseas recruitment of workers.

Based upon the report, the Ministry of Labour decided upon plans for consolidating overseas job placement projects and creating a system of reporting to the government on foreign employment. The Ministry asked the Central Council on Employment Security to draft an outline of a ministerial ordinance revising part of the enforcement regulations of ESL for an appropriate recommendation. The gist of the draft outline incorporates the following. First, paid and non-paid job placement business overseas can be conducted upon permission. Second, business management, science and engineering and interpreting are designated as those jobs which come under the paid overseas job placement category. Third, the Minister of Labour will endeavor to gain deeper insights into employment trends of foreign workers by asking employers to provide him with materials involving employment of foreign laborers. The new ministerial ordinance will come into effect on April 1, 1993.

Special Topic

Working Women and Mental Stress

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1. Introduction

Few studies of working women and stress are available in Japan. This paper examines the relationship of a women's career and mental stress.

2. General Situation of Working Women and Stress

Let us first see the research conducted in 1988 by the Tokyo Metropolitan Institute for Labour (TMIL). TMIL got deeper insights into the life events experience by workers during a prior one year period and analyzed perceived magnitudes of mental stress they went through in dealing with these events (See table 1).

Table 1 Frequency of Life Events Experienced by Workers in the Past Year and Extent of Mental Stress

	Men			Women		
	Fre- quency (A)	Extent of Stress (B)	A × B	Fre- quency (A)	Extent of Stress (B)	A × B
1. Transfer	(%) 19.6	1.08	⑦21.2	(%) 5.5	1.21	
2. Relocation, Personnel shake-up	③27.3	0.98	⑤26.8	17.9	④1.50	⑦26.9
3. Job change	7.7	1.22		6.8	③1.30	
4. Transferred away from families to distant posts	4.0	1.35		0.5	0.50	
5. Could not make greater output, could not achieve targets	②41.9	1.19	①53.7	17.7	0.89	
6. Committed a serious mistake at the company	⑩23.7	1.00	⑥23.7	19.2	0.90	
7. Problem(s) with colleagues	⑥28.6	0.64		①36.3	1.00	③36.3
8. Poor relations with boss	③41.2	0.83	②34.2	②36.1	0.94	④33.9
9. One's own promotion	⑤29.3	0.48		10.8	0.56	
10. One's own demotion, remaining in same post	10.5	0.60		4.0	0.39	
11. Colleague's promotion	④39.4	0.36		13.9	0.28	
12. Transfer and retirement of those who understood me	⑧27.8	0.78		⑤30.0	⑩1.25	②37.5
13. Change of boss	①45.1	0.63	③28.4	③36.0	0.90	⑥32.4
14. One's own sickness and injury	⑥28.6	0.95	④27.2	④31.7	1.04	⑤33.0
15. Spouse's sickness and injury or death	10.4	③1.28		4.4	①1.85	
16. Child's sickness and injury or death	12.0	⑥1.15		2.6	⑤1.35	
17. Caring for one's parent (parent-in-law)	17.9	⑦1.09		14.6	1.20	
18. Domestic problems and dissension	20.2	0.62		5.8	⑧1.29	
19. Dissension with one's parent (parent-in-law)	13.7	0.73		16.2	1.02	
20. Dissension between parent and child, problematic behavior of child, delinquency	10.1	0.66		3.2	0.80	
21. Divorce, separation	2.4	②1.31		1.9	②1.73	
22. Pregnancy, childbirth	—	—		2.4	③1.63	
23. Death or sickness of a close friend or acquaintance	17.0	0.92		15.3	1.16	
24. Broken heart, love entanglement	13.5	0.92		⑥29.9	⑥1.33	①39.8
25. Child becoming independent	4.4	0.69		1.5	1.00	
26. Separation from wife, finding or switching a job	7.2	0.62		—	—	
27. Child's entrance or attendance of an institution of higher learning	18.8	0.83		1.7	⑦1.31	
28. Moving	20.7	0.93		12.6	1.17	
29. Problem(s) with neighbor(s)	11.4	0.60		7.5	0.66	
30. Traffic violation(s) or accident(s)	18.4	0.71		5.0	0.74	
31. Delaying or having difficulty in repaying debt	11.7	0.87		4.4	1.03	

Source: Tokyo Metropolitan Institute for Labour, "Workers' Life and Health in the Wake of Technological Revolution (Part 2)—Centering around Office Workers" *Rodo Eisei Kenkyu*, No.9, 1988.

- Notes. 1. For the extent of mental stress, numbers indicate the following: 0="did not feel any stress"; 1="felt a little stress"; 2="felt considerable stress" and 3="felt too much stress".
2. The circled numbers denote those situations which occur in over 20 percent of the lives of those surveyed and come within the top ten in terms of the extent of mental stress.
3. For A and B, only those items which occur 20% and over are represented and are numbered in descending order.
4. Dash indicates "do as not apply."

On the whole, women experienced fewer stressful events than men did in their working lives. In addition, men went through more stressful events in their working lives, while women experienced them in their private life domains. This suggests that males adopt a different attitude toward work and have different sources of stress from females.

What is more, the frequency of events and the magnitude of stress for each sex were calculated as important indicators to cope with stress related problems in industry. In the area of working life, 53.7 percent of men cited "unable to make greater output" as the most

significant source of stress. On the other hand, 37.5 percent of women listed four events involving interpersonal relationships, including "transfer or retirement of a person who understood me," as an important sources of stress.

Next, let us examine the relationships between characteristics of labor and the working environment to stress from a survey on "Fatigue and stress of working females" conducted in 1992 by Asakura and others at the TMIL. The survey assessed characteristics of labor and the working environment according to 36 items, including the quantitative and qualitative burden of work, time pressures, extent of discretion, remuneration, personnel business characteristics, responsibility for people, human relationships in the workplace, sexual harassment, role conflict, duty ambiguity, career development and the organizational climate. Subjects were those engaged in services, such as retail trade, finance and insurance, travel service and medical care. Nine factors were extracted through the factor analysis of the 36 items, and relations with the stress response, such as a sense of fulfilling work and an SDS score (score of yardstick for depression), were examined by factors. It was pointed out from this survey that such labor and workplace environment characteristics as: no chance of displaying and developing one's ability; role and duty ambiguity; the work-oriented, freedom-oppressive working atmosphere; and problems arising from poor organizational relations were sources of occupational stress which lead to lower women's work moral and intensified their depressive mood.

3. Work and Mental Stress for Female Middle Managers

The relationships between characteristics of female middle managers' work and stress were examined for position-wise analysis, based upon the TMIL 1992 data. Here positions were categorized into four groups, general staff (no title), organizational leaders, chief clerks and heads, section managers and up, for comparison. Those who are leaders and up were termed managers.

Looking first at personnel management for women, those who are organizational leaders and above, rather than general workers, positively accepted corporate personnel management (see Table 2). This may be natural since those in management posts have experienced themselves that chances of being trained, taking courses and wages on an equal basis with male colleagues, are provided to them and have resulted in promotion.

Table 2 Difference by Position Regarding How Corporate Personnel Policies are Accepted by Women—Retail Trade, finance and Insurance and Travel Service—

Personnel management details		General workers (N=333)	Leaders (N=43)	Heads (N=55)	Section chiefs and up (N=22)
Opportunities for training and education are provided on an equal basis with male colleagues. New duties are given with experience.	Yes	36.6	44.2	58.2	54.5
	Don't know	34.8	39.5	20.0	31.8
	No	28.5	16.3	21.8	13.6
Approximately same wages are offered regardless of sex for the same job field.	Yes	29.5	55.8	47.3	72.7
	Don't know	29.2	20.9	21.8	13.6
	No	41.3	23.3	30.9	13.6
Chances of being promoted are also open to women, and getting the work done properly is evaluated adequately.	Yes	34.8	51.2	50.9	63.6
	Don't know	36.7	32.6	22.6	31.8
	No	28.5	16.3	26.4	4.5

Note: All have an χ^2 value of 0.05 or less.

Table 3 Difference by Position in Characteristics of Labor and Working Environment—Retail trade, finance and Insurance and Travel Service

Characteristics of labor and working environment	Position	Score
Ability fulfilment and development	General workers	-0.203
	Leaders of the workplace	-0.154
	Chief clerks	-0.008
	Section managers and above	0.183
Problems and conflict arising from worker relationship	General workers	-0.145
	Leaders of the workplace	0.424
	Chief clerks	0.228
	Section managers and above	-0.072
Responsibility for people in workplace	General workers	-0.210
	Leaders of the workplace	0.571
	Chief clerks	0.356
	Section managers and above	0.851
Time flexibility in workplace and job	General workers	0.178
	Leaders of the workplace	-0.093
	Chief clerks	-0.021
	Section managers and above	-0.251

Note: Higher score for each item denotes stronger characteristics. Scores are standardized in a distribution of average 0 and dispersion 1.

Table 3 shows characteristics of the workplace and working environment. Concerning fulfillment and development of one's ability, the higher position women held, the higher the score they got, showing that they could give full play to their abilities. Although, work is not everything for self-fulfillment, positions are strongly related to self-realization.

However, as women held higher post, they also had a heavier responsibility for people, making it difficult for them to make flexible job arrangements. Furthermore, in terms of worker relationships, those women in middle level positions, such as leaders of workplace and chief clerks, rather than general workers, encountered serious problems and conflicts.

As we have seen, characteristics of the workplace and the working environment surrounding women in management incorporated both elements of elevated work morale as well as heavier burden of work and more occupational stress.

Furthermore, comparison of mental stress indicators showed that the higher positions the workers held, the stronger the tendency was for them to possess high work morale. However, leaders of the workplace tended to be more depressed than others, but without any

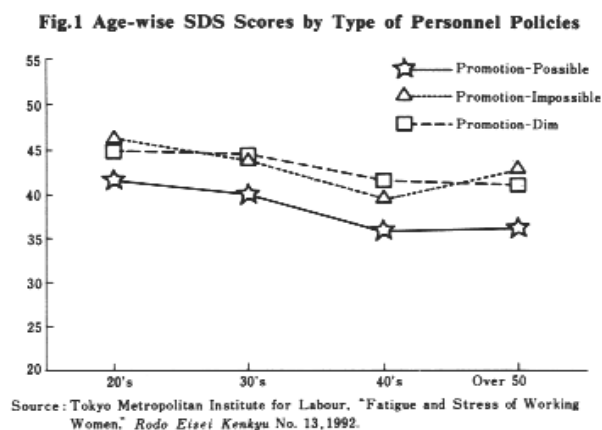
significant differences by position between them.

It is thus safe to say that depending on what positions they hold, workers have different sources of stress which could impair mental health. Moreover, how the workers accept their own work, their workplace and working environment rather than their positions per se, seemed more important as a predictor of mental health.

When women workers have a male boss who is not active in fostering and promoting women, they are likely to feel unable to develop and display their own abilities, thus experiencing more mental stress. Here let us see the effects of corporate personnel management regarding "promotion" on mental health. As shown in fig.1, SDS scores were clearly different for all ages depending on how women workers perceived to personnel management policies on promotion. In other words, it seems that when they accept personnel management as a system which also allows women to be promoted, they feel less depressed and mentally healthy.

4. Women in Dual-Career Families and Mental Health

Lastly, let us study work those working women who have a family and their mental health. Here women engaged in the aforementioned three businesses as well as in medicine (TMIL 1992) were analyzed. In 1985 Sekaran, U. gathered data on 166 married couples in dual-career families and found that the mechanism of relationships between the stressors (work factors and non-work factors) and the mental stress responses differed to a great extent between men and women. With no data for men available, data for women in double-income families were used to check to see if a similar phenomenon is observable. Variables available for analysis which are different from Sekaran's were utilized. However, the same statistical methods as Sekaran's were adopted using multiple regression analyses with work morale (a substitute variable for satisfaction with duties); satisfaction with leisure and family life (a substitute variable for satisfaction with life); and depression (mental health) as objective variables. A path diagram (fig.2) was drawn based upon path coefficients of these.



More explanatory variables gathered in the working-life domain, with no contributing factors to satisfaction with leisure and family life observable. Six variables accounted significantly for work morale. Among the six, ability fulfillment and development was the largest positive factor ($\beta=0.447$) for elevated morale, while on the other hand, role and duty ambiguity was the biggest negative factor ($\beta=0.-0.272$).

Work morale failed to account significantly for the extent of mental stress and a path coefficient ($\beta=0.-0.331$) of satisfaction with leisure and family life was significant. Variables were different, but a substantially similar phenomenon as observed by Sekaran, it is fair to say, is recognizable also in Japan.

At the moment, women feel more oppressed by family life than men do. Family life affected by multi-faceted role conflict and occupational stress lowered women's satisfaction with an individual's life, which in turn led to poor mental health.

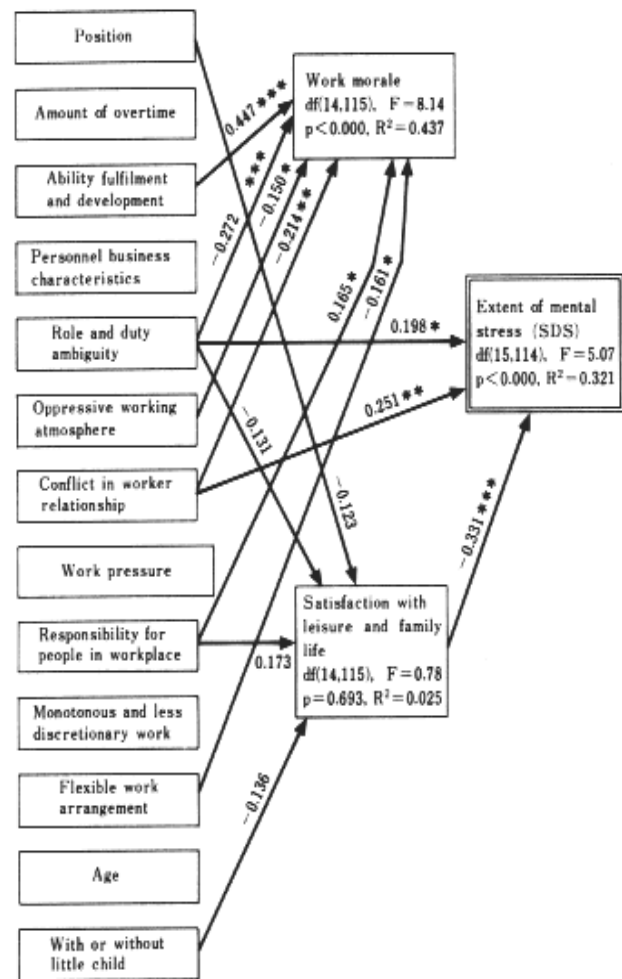
Conclusions

1. Men and women take a different stance to toward jobs and have different sources of stress. Women, in particular, can easily recognize interpersonal relationships at work as a source of stress.

2. There are different sources of stress available depending on position, with each being likely to impair mental health. How a person's job characteristics and working environment are perceived, rather than his or her position, seem to be more important.

3. Furthermore, corporate personnel policy regarding promotion of women is an

Fig.2 Path Diagram of Mental Stress of Working Women Who Have a Family



Note: Statistically significant paths coefficients are shown for simplification. Insignificant but relatively strong paths relationships are shown for satisfaction with leisure and family life.
* $p<0.05$, ** $p<0.01$, *** $p<0.001$

important factor likely to notable affect their attitudes and mental health.

4. The great likelihood is that occupational stressors, such as problems arising from interpersonal relationships in the workplace, result in poor mental health for women. Structurally, however, because of a women's heavier responsibility for family and household matters, the fact that pressures on family life coming from multi-faceted role conflict and occupational stress, lower satisfaction with private life appear to be a greater contributing factor to poor mental health.

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Statistical Aspects

Recent Labor Economy Indices

	December 1992	November 1992	Change from previous year
Labor force	6,566 (10 thousand)	6,632 (10 thousand)	62 (10 thousand)
Employed	6,422	6,487	45
Employees	5,181	5,212	102
Unemployed	160	153	17
Unemployment rate	2.4%	2.3%	0.2
Active opening rate	0.93	0.93	-0.38
Total hours worked	164.3 (hours)	166.3 (hours)	-2.9*
Total wages of regular employees	(¥thousand) 269.6	(¥thousand) 269.4	1.6*

Source : Management and Coordination Agency, Ministry of Labour.

Notes : 1. *denotes annual percent change.

2. From January 1991, date of "Total hours worked" and "Total wages of regular employees" are for firms with from 5 to 30 employees.

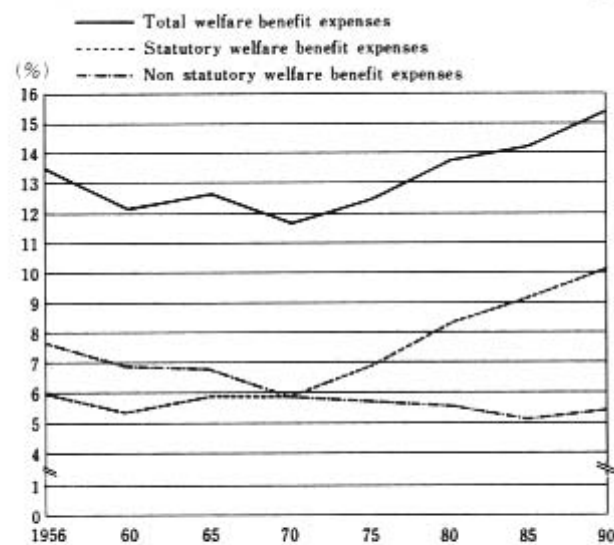
Breakdown of Non statutory welfare benefit expenses for fiscal 1991

Housing	51.6
Medical Care and Health	7.3
Living expense assistance	16.2
Births, marriages and deaths, mutual aid, insurance	7.7
Culture, physical education and recreation	8.7
Others	8.5

Source: A Survey of Welfare Benefit Costs by the Japan Federation of Employers' Association

Note: Each item indicates a breakdown with nonstatutory welfare expenses as 100.

Ratio of the Cost of Welfare Benefits to Total Cash Earnings



Note: Statutory welfare benefit expenses are those shouldered by the company based upon the law, including health insurance, pension insurance, employment insurance and workmen's accident compensation insurance. Non statutory expenses, on the other hand, include housing expenses (housing subsidies for families, company housing for singles and financial assistance to employees for purchasing housing), medical care and health (medical facilities, health), living expense assistance and various types of payments to assist employees at the time of a birth, marriage and death as well as mutual aid and insurance.