

Abstracts

Does Expansion of the Part-time Workforce Cause Contraction in the Full-time Workforce?

Mamiko Ishihara (Josai University)

This paper analyzes the increases in part-time workers occurring during 1991 to 2000 from the viewpoint of job creation and destruction. Net decreases in full-time employees and net increases in part-time employees have been a feature of the Japanese labour market since 1995, giving rise to the belief that growth in part-time employment causes full-time employment to decrease. Since in the latter half of the 1990s over 40 percent of part-time job creation has been accompanied by the destruction of full-time jobs, one of the factors behind the increases in the employment of part-time workers is believed to lie in the adage that this, accompanied by cut backs in the roster of full-time staff serves to trim labour costs. Nonetheless, more than 80 percent of job destruction for full-time workers have occurred without any part-time job creation and over 50 percent of part-time jobs created was yielded without any destruction in the full-time jobs, thus the full-time part-time replacement theory begins to appear less persuasive. It is thus necessary to consider other causes, such as technological changes affecting corporate productivity.

The Estimation of the Elasticities of Complementarity between Regular and Non-Regular Employees in Japan

Hiromi Hara (The Japan Institute of Labour)

The purpose of this paper is to ascertain whether the relationship between regular and non-regular employees in Japan is one of substitution or complementarity. To accomplish this, we estimate the Hicks partial elasticities of complementarity between them. The main results are: (1) there is a complementary relationship between regular and non-regular employees in Japan's labour market. (2) Non-regular employees are complementary with regular employees in large corporations with at least 1,000 full-time employees. On the other hand, non-regular employees are substitute for regular employees in smaller companies with between 30 to 100 employees. Those provide evidence of scale-based differences in the production factor-demand relationship of companies. (3) It is suggested that capital may have an influence on the companies' employment behavior of non-regular employees. In order to reduce personnel expenses, companies are said to reduce regular employees and simultaneously take on more non-regular employees, however, our results suggest that this phenomenon is not necessarily true for all Japanese companies.

Diversifying Employment Categories and Issues of HRM: Balancing Wages Across Employment Categories

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Hiromi Hara (The Japan Institute of Labour)

A look at the current status of human resource allocation reveals that companies are increasingly differentiating not only between regular and non-regular employees but also among different sub-groups within these categories. This diversification of employment categories has given rise to new issues in the business of human resource management (HRM). In the first instance, the various HRM policies need to be appropriately combined to suit personnel utilization policies and the nature of allocation operations in each category. Secondly, wages need to be balanced across the different employment categories if jobs and careers are equivalent among them. This paper elucidates the current status of diversification among employment categories using both case studies and empirical methods, focusing on wage equality among regular and non-regular employees that is central to the issue of balanced treatment (among employment categories), and analyzes the measures being promoted by corporations to address this issue from a quantitative perspective. Our research revealed that there are numerous methods of categorizing employees, that there is a need to realign employment categories in order to step outside the limitations of the current groupings of regular and non-regular employees, and moreover, that efforts to utilize part-time employees in core positions within the company as opposed to simple quantitative increases generate differences in the HRM strategies of corporations and the measures taken to provide equitable treatment.

Fair Treatments are Effective to Company Performance

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This article proposes a measure that evaluates the degree of fair treatments between part-time workers and regular workers, and also examines present situations of that in companies. The study reveals the following points. First, HRM system of part-time workers is significantly different from one of regular workers. However, degrees of the differences of HRM sub-systems are various. Second, fair treatments are effective to company performance. The third point is, to make good performance, fair treatment systems of the part-time workers in the company need to follow three stages, from fair treatments of compensations to ones of employee classification systems through utilization of human resources.

Legal Policy for the Equal Treatment of Regular and Part-time Workers

Satoshi Nishitani (Osaka City University)

The number of part-time workers who are substituted for regular workers is increasing currently, but, at the same time, they are more and more being disadvantaged compared with regular workers in regard to their wages. Therefore, an equal treatment of both types of workers must be achieved urgently. Although the principle itself to guarantee equal working conditions between regular and part-time workers originated in Europe, it has become a part of international public policy nowadays, so that Japan cannot be exempted from observing it. The current wage system in Japan doesn't suit to implement an equal remuneration for work of equal value in the strict sense. However, provided it will be interpreted in an elastic form, we should stipulate the principle of equal treatment of regular and part-time workers in a statute explicitly and give it concrete contents through scholarly opinions, court decisions and administrative directives. The opinion of certain scholars who advocate to have these problems solved by guidelines without any legal bases or leave them to the autonomy of employer and employee cannot be followed.