

## Abstracts

### The Current State and Issues of Mental Health in the Workplace

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The stressed-out employees are increasing in number and the importance of mental health is being emphasized. Guidelines for promoting mental health care in enterprises were announced publicly in 2000, which showed that self-care and care by managers are especially important. A rapid increase of the number of suicidal cases also poses a problem. It is expected that the mental health problems, mostly depression triggered by the current recession, have contributed to this tragedy. In order to boost employees' morale and manage the risk of organizations, the promotion of mental health in the workplace is very important.

### Developing a Healthy Work Organization

**Yasuji Imai** (Japan Productivity Center for Socio-Economic Development Mental Health Research Institute)

This paper clarifies what is needed to improve the social standards of workers' mental health. It stresses the importance of the organizational approaches for improving the condition of each worker's mental health. The importance of organizational approaches is supported by the following evidences: ① The Japanese suicide rate is now very high. The number of victims per year has exceeded 30,000 since 1998. It is suggested that the main factor underlying the high suicide rate is the economic distress of working people. ② Whenever the health insurance organizations arrange deficit financing, the overall condition of workers' health deteriorates. ③ According to the job stress study, it is suggested that a low job control situation is the highest risk factor. ④ We have used JMI questionnaires to measure the levels of workers' mental health. The study shows that there is an underlying organizational dysfunctionality that increases the frequency of mistakes or accidents and leads to a general deterioration of workers' mental health. ⑤ The level of clarity in goal settings is strongly correlated to the level of mental health ( $r=0.505$ ). The sluggishness of the Japanese economy has led to a general deterioration in workers' health and well-being. At the workplace, the tendency towards organizational dysfunctionality damages the workers' mental health.

### Internal Skill Formation of White-Collar Workers —A Case Study of Japanese Banks

**Shigeru Yamamoto** (Hiroshima Shudo University)

On the basis of a case study, this paper clarifies the characteristics of the internal skill formation of white-collar workers according to type of work. We focus on the following three points. The first is job career, especially the breadth of it. The second is the nature of the knowledge learned to acquire a skill. The point is whether the important knowledge is codified or not. The third is whether the knowledge learned to acquire a skill is brought from outside of the firm through interorganizational relationships. The case study was conducted by way of intensive interviews and for the three types of work in Japanese banks: tellers, relationship management for corporate customers, and derivatives development. For each type of work, we clarify the internal skill formation and indicate what characteristics can be found about the above three points. Finally, we discuss what the result of the case study implies with regard to the characteristics of internal skill formation according to type of work.