

## Abstracts

### Economic Theories of Middle Management: Monitoring, Communication, and Middle Managers' Dilemma

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This article aims at summarizing several organizational functions of middle management, and clarifying their tradeoffs. Comparing a three-tier (top-middle-bottom) organizational structure with a two-tier (top-bottom) structure, we show the following results: (1) middle management benefits the organization only if middle managers have higher information gathering capabilities than top, as well as they serve effective monitoring and communication roles; and (2) more communication from middle to top is not necessarily desirable for the organization, because of its detrimental effect on bottom. Result (2) arises from a tradeoff between communication and incentives: While more communication improves project implementation by top, it discourages bottom to exert effort to generate proposals.

### The Next Generation Leader's Career and Abilities

**Yasuhiko Uchida** (Yamaguchi University)

This article examines the relationship between career system and ability development of candidates for next generation business managers. Two research questions are set, and they are as follows; 1) Are there abilities unique to business managers those are irrelevant to any specific function and those are not expected by Intellectual Skills Theory? If they are, then their contents and development process should be identified. 2) Do the candidates pursue their specialists' careers with wide ranging careers or develop their generalists' one through multi-functional jobs experiences among which there is no complementarity, or both of the two exist? An interview research on the relationship between the learning contents through the 22 candidates' careers in a large electronic component company and opportunities to learn is conducted for the purpose of finding the answers to the two research questions. The results are as follows; The 129 learning contents are found and almost two thirds of the contents are abilities irrelevant to a specific function such as managerial one in spite of their wide range careers within one or two functions. Identified managerial abilities are for coordinating with other departments, understanding situations of entirety of their firm, judging based on their firm's strength and weakness, and bearing trust from other employees and networks within their firm. The process of mastering management abilities identified in this research is analogical learning based on comparison that is triggered by difference recognition to their work triggered by a personnel move. And this process is not expected by Intellectual Skills Theory. Then the concurrent learning hypothesis is proposed that recognition of difference triggers by a personnel move encourages two types of learning. One of those is cause-effect learning that develops uncertainty processing ability unique to a specific job which is supposed by Intellectual Skills Theory, and the other is analogical learning based on comparison between the two jobs that a personnel move brings in that is not relevant to any specific function.

### Working Hours and Excessive Workload for Managerial Staff

**Kazuya Ogura** (The Japan Institute for Labour Policy and Training)

We explored the factors that affect working hours and excessive workload for managerial staff by using the microdata accumulated by the Japan Institute for Labour Policy and Training (JILPT). On average, division managers and depart-

ment managers work longer than rank-and-file employees. Even if the influence of various attributes is set constant, managerial staff works longer than rank-and-file employees to some extent. We also examined the differences among managerial staff. To discuss the issues with “managers” exempted from “supervision of working hours,” we examined how “discretionary decisions on clocking-in and clocking-out time” affect excessive workload and found that the former does not affect the latter at all. Many managerial staff works long hours in their own way whether or not they decide the clocking-out time at their own discretion. Accordingly, it is considered meaningless in the present setting to exempt an employee from “supervision of working hours” merely because he is in a managerial position in the sense that managerial staff decides how long they work at their own discretion. We learned, however, that personnel affairs like recruitment and assignment affect excessive workload. This may be the problem which is specific to managerial staff and is irrelevant to rank-and-file employees.

Does Job Change Increase the Number of the Uninsured? Evidence from Japanese Women Longitudinal Data

**Tadashi Sakai** (National Institute of Population and Social Security Research)

In Japan, self-employed and unemployed persons are obliged to join National Pension Plan and National Health Insurance. The significant proportion of them, however, is uninsured. Previous studies have pointed out this is because they can't afford to pay the contributions (liquidity constraint hypothesis). On the other hand, it is well known that people often forget registration when changing their jobs, who are the so-called “unintentionally uninsured.” This paper investigates whether being unintentionally uninsured is common among Japanese unmarried women, by comparing those who changed jobs with those who haven't changed job. I find that those who haven't changed job are more frequently uninsured than those who changed jobs. Additional findings seem to be consistent with the liquidity constraint hypothesis rather than unintentionally uninsured hypothesis, although the result from panel estimation indicates this is due to the unobservable heterogeneity.