

Abstracts

Unpaid Overtime Work, Management of the Workplace and Working Style, and Working-Hour Management: A Mechanism That Leads to Unpaid Overtime Work

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Unpaid overtime work is one of the greatest problems of working-hour management in Japanese companies. To solve this problem, we need to discuss not only working-hour management, but also management of the workplace and working style. This paper investigates the mechanism by which unpaid overtime work occurs in terms of management of the workplace and working style, and working-hour management. The results revealed the following points: First, management of the workplace and working style influences the occurrence of overtime work, and thus indirectly influences unpaid overtime work. Secondly, how overtime work changes to unpaid overtime work is prescribed by company-wide working-hour management, especially management of the amount of working hours and overtime pay. To prevent many hours of overtime, companies need to improve the self-management skills of employees and the ability of managers to manage employees' time. Furthermore, to prevent unpaid overtime work, companies need a) to introduce a system by which companies and managers can precisely grasp an employee's overtime working hours, and b) to improve the overtime pay system.

Job-based Wages and Efficiency Wages under the Emerging Competency-based System: Another Aspect on HRM Reform at Mitsubishi Electric Corporation in 1968

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Using the case of HRM reform at Mitsubishi Electric in 1968, this paper focuses on reforms other than that of "honkyu (basic wages)" (personal wages) reform. Based on this analysis, I present a different interpretation to the common view; trying to explain the historical shift of HRM to a competency-based system as a linear transition from seniority to job and then to competency. Specifically, this paper explores the reform of "shokkaiyu (job-based wages)" in the shift to a competency-based qualification system in 1968. Firstly, it explains that while the proportion of "honkyu" was eliminated from the fixed amount of "shokkaiyu", a system that sets "shokkaiyu" as the standard for the fixed amount of pay per job was adopted. Furthermore, this reform led to an increase in the ratio of "shokkaiyu" to "honkyu". Secondly, although the efficiency wages system remained effective as the "daiisshukakyusei", which is calculated by multiplying the fixed amount of pay per job by the employees' personal efficiencies, its application was greatly reduced and "shokkaiyu" was transformed from an efficiency wages system to a job-based wages system. Based on these, this paper finds that HRM at Mitsubishi Electric before 1968 was based on educational background, continuous service, efficiency, and personnel appraisal. However, in the 1968 reform there was a shift to job, competency, and personnel appraisal. Furthermore, this paper emphasizes that classifying the competency-based system, which includes items apart from only the basic wages (job wages, in particular), is required. Moreover, it further characterizes Mitsubishi Electric's HRM after the 1968 reform as a job-specific competency-based system strongly defined by the job.

An Empirical Study of Newcomers' Job Search Processes

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Recently, there has been growing interest among researchers and practitioners regarding issues associated with job search activities among potential new hires. Studies in the West have argued the issues by focusing on two crucial concepts: career exploration and job search intensity. These two concepts have often been discussed separately in past research in this field, and few have attempted to integrate the two concepts. The present study therefore attempts to build and test a unique model of the job search process that integrates the concepts of career exploration and job search intensity, and that incorporates the influence of core self-evaluation on the process by which potential new hires search for jobs (career exploration and job search intensity) and improve the search results. Using quantitative data collected from several questionnaire surveys on new hires, we found that career exploration behavior is significantly related to job search intensity. Moreover, career exploration behavior was found to mediate the positive relationship between core self-evaluation and job search intensity. Third, we found that job search intensity mediates the positive relationship between career exploration behavior and job search results.

Reform of the Pay System in Japan Immediately after World War II: Analysis of "Materials of Joint Management Council (1945-1949)"

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This paper analyzes the process of labor-management negotiations in Japan after World War II, which concerned a new pay system in companies. This research is based on the "Materials of Joint Management Council (1945-1949)," which consist of internal papers from company A. The paper focuses on the pay system because the economic environment has recently undergone dramatic changes. The prototype of the Japanese pay system was formulated after World War II through intense labor-management negotiations, while Japanese companies were undergoing internal democratization, and efforts were made to attain a single status in Japanese industrial relations. The analysis revealed the following: (1) After the war, the pay system of company A for blue-collar workers changed from daily wages to monthly salaries with a reduction of absence, and then to normal one; thus, the pay system for blue-collar workers, which had been monthly salaries with reduction of absence before attaining a single status, converged with that for white-collar workers. The pay system for blue-collar workers also contained different incentives from those for white-collar workers. (2) There was a time when the pay systems for blue-collar and white-collar workers were identical after a single status was established. However, while the pay system for blue-collar workers assumed some of the characteristics of the pay system for white-collar workers, ability-based pay was newly included in the pay system for employees (including both blue-collar and white-collar). Thus, ability-based pay was adopted after the attainment of a single status. (3) However, a problem arose in the ability-based pay system with regard to the evaluation of workers' skills. Although the standard for personnel evaluations was gradually improved, it remained vague and was not approved by employees. Therefore, the union and management of the company discussed whether to introduce a job-ranking system and job-based wages. Although the management wished to clarify evaluation standards by the pay system in conjunction with job analysis, the new actual job-based pay system depended mainly on personal factors.