

Abstracts

The Attributes of Wages in Japan

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The purpose of this article is to clarify the attributes of wages in Japan. It has been said that wages in Japan do not have any clear linkages with the job contents, which the author agrees is true, but instead proposes to argue that the relation between wages and job contents is quite differently constructed in Japan from other Anglo-European countries. The author tries to distinguish the different construction mode between Japan and Anglo-European countries by critically interpreting David Marsden's *A Theory of Employment Systems*. The Japanese mode is found to be characterized by the management's imposition of dynamic or not-predetermined groups of tasks which do not make themselves into a job. The dynamic sets of tasks are derived from company's annual operational planning. Such managerial discretion is agreed by devising an individualized wages system coupled with seniority elements, both of which Anglo-European countries do not find common in unionized rank and file workers. This Japanese mode has been undergoing reform since the 1990s. The main purpose was to get rid of the seniority elements as far as possible. The method was firstly to delimit the workers that such a mode can be applied to. The workers who are not required to do the dynamic tasks are to be remunerated with a market rate of wages. Secondly, for the core workers, the method of periodical wage increments is modified by introducing the locational element of his or her wages in the wages band. Those reforms resulted in stagnant and deflationary wage movements.

Wages after Overcoming Deflation: From the Viewpoint of the Labour and Employment Laws

Ikuko Mizushima (Osaka University)

The amount of wages, calculation basis, wage structure and the concept of wages should be decided between the respective labor and management. Laws may indirectly affect wage increases and the concept of wages. Only the Minimum Wage Act may have a direct impact on the amount of wages and wage structure. Minimum wage is important as a basic support for wages and the revision on the minimum wage will lead to the wages being raised. Minimum wage is decided by the trilateral-talk system, although it cannot be denied that there are external influences.

Causes of Wage Reduction during the Deflation Period in Japan, and Conditions for a Sustainable Wage Increase

Hisashi Yamada (The Japan Research Institute, Limited)

It can be pointed out that the main causes of the long term wages reduction in Japan is due to the labour and management relationship based on enterprise-based unions that is particular to Japan. Due to the nature of being an enterprise-based union, priority is placed on employment accession of the company, and therefore the labour unions were tolerant to wage adjustments. The company also placed an importance on the employment guarantee of the union members who are full-time employees, and dealt with the marginal labour demand by increasing the number of non-regular workers. Consequently the business strategy to place priority on cost reduction over added-value creation became popular, and this has contributed to the continuous vicious circle of declining productivity and wage decline. Although in recent years nominal wages have shown signs of increasing, an "objective system" for an increase in wages is yet to be developed, and therefore we cannot currently conclude that the nominal wage has returned to a continuous upward trend.

Why is the Employment Rate of Highly Educated Women in Japan Low? Comparative Empirical Analysis between Japan and the Netherlands of Educational Mismatch on Wages by Gender

Kyoko Ichikawa (Ochanomizu University)

The employment rate of highly educated women in Japan is very low. Why do not women who quit their jobs due to child rearing return to labour market? Are there any wage penalties due to educational mismatch in Japan? This means that the wage of university graduated women whose job levels require high school level ability (overeducation) might be lower than that of those whose job levels require university graduate level ability (wage penalty). To solve this task, we estimate wage functions in terms of the different influence of educational mismatch on wage by sex, part-time/full-time job, having children. We find that there is a wage penalty of overeducation and that the wage penalty of overeducation of university graduated women who have part-time jobs is larger than that of those who have full-time jobs. This means that part-time job amplifies the wage penalty of overeducation of university graduated women. We also compare the results of Japan with those of the Netherlands whose employment rate of university graduated women is high. As for the Netherlands, we do not find that the influence of wage penalty of overeducation due to part-time job. We conclude that wage penalty of overeducation of university graduated women due to part-time job is the load for Japanese university graduated women and that they hesitate to return to labour market again due to this.

Legal System to Support Livelihoods for the Social Integration Policy of Foreign Workers in the United States: From Cases on Workers' Compensation and Unemployment Insurance

Chizuko Hayakawa (Saga University)

As regards the legal system to support livelihoods of the foreign workers in the United States such as the workers' compensation and unemployment insurance, although there are provisions of the federal law, it is mainly stipulated at the state law level. First, in many states the workers' compensation is applied even to undocumented workers. However, some states refuse applying to undocumented workers while some states decide on whether to bail out or not according to the nature of the benefit. Next, as regards unemployment insurance, the state law is financially supported and regulated by the federal law, and those who are deemed eligible are foreigners that satisfy certain conditions such as permanent residents. Generally, undocumented workers are deemed as not eligible since they do not satisfy the condition for the requirement for the unemployment benefit which is the likelihood of being employed. Japan, as a country where discussions are yet to be made as regards the concept of livelihood security as a part of the social integration measures for foreign workers, can draw suggestions from this current status of the legal system in the United States.

Comparison of the HRM System Based on the Policy of Developing and Maximizing the Competency of Employees between Japan and France

Chisato Sekiya (Gakushuin University)

Since the 1990s, the necessity of reorganization of traditional HRM has been discussed along the lines of the SHRM and the *Varieties of Capitalism* approach in Japan. However these researches do not pay much attention to the principle of developing and maximizing competency to define the basic platform of HRM (Sato *et al.* 2011). Sekiya (2015) reveals that Japanese policy is to polyvalently develop and maximize employee competencies, while French policy is to develop and maximize employee competencies for specialized roles. The purpose of this research is to analyze HR systems in detail to see how they fit and support their policies. To do so, I interviewed seven Japanese and seven French major companies about their HR system. The main findings are as follows. In Japan, new graduates are hired without specific job descriptions and without regard to their major. They are graded based on their competency, so that they are placed on the bottom of the grading system. They are trained within the firm by on- and off-the-

job training over a long period of time. In France, new graduates are hired based on their professional knowledge and experience which corresponds to the job description. They are graded based on their level of responsibility. The training for non-managerial employees is limited and is given according to the needs of each employee. Having revealed the relationship between the HR policy and HR system, it is necessary to discuss the reorganization of HRM policy to find a new type of HRM in Japan.

The Role of Labour Unions in Succession of Engineer's Intuition in the Construction Industry

Masao Yamasaki (Hosei University)

This study discusses the role played by labour unions in the succession of engineer's intuition in the construction industry. The investigation has been undertaken for three purposes. First, the succession of engineer's intuition in the construction industry is becoming a pressing challenge. Second, a standardised system of succession of engineer's intuition is necessary to ensure knowledge transmission continues without interruption and construction labour unions play a large role in implementing such a system. Finally, since labour unions naturally possess the functions of 'mutual aid' and 'human resource development', the realm of succession of engineer's intuition clearly falls in their court. I conducted interviews with 15 labour unions (9 construction unions and 6 unions from other industries) about the unions' role in the succession of engineer's intuition. The results of these interviews suggest that construction labour unions are much less developed than the unions of other industries. However, it appears that labour unions in other industries are beginning to emphasise more on human resource development in addition to mutual aid. Henceforth, it can be thought that the role of labour unions in the construction industry will expand beyond just providing mutual aid to include the succession of engineer's intuition, and unions will offer places that emphasise direct human resource development functions.

Utilizing Elderly Employees with Support from Human Resources Department with the 2012 Revised Act on the Stabilization of Employment of Elderly Persons: Discussion on Support for Lifetime Employment

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This paper examines the following 2 points: Firstly the study presents how the companies are employing elderly employees in their early 60s, and furthermore, how the companies plan to strengthen their human resource management into the future in accordance with the 2012 Revised Act on the Stabilization of Elderly Persons. For the analysis, the results of questionnaire survey conducted with 4,203 people who are in charge of human resources in the companies were used. The analysis showed that the companies that provided employment opportunities to over 65 year olds, showed the tendency to decide on the role of the elderly employees by adjusting the requests of the company and the employee ("career management through comparing and adjusting"). The companies that present employment opportunities for senior workers showed tendencies to entrust the career management of the elderly to the elderly. Secondly, the effective way to conduct career management was studied from the aforementioned questionnaire survey and also case studies. From the questionnaire survey, it was clear that in order to obtain the effect of the management, the prerequisite was the involvement of the human resources division and maintaining the specific role expected to each elderly employee to a high level. Moreover, the case studies showed the issues that are involved with maintaining the specific role expected to each elderly employee to a high level. There are mainly 3 items that are required by the human resources department when they provide direct support. First is to take measures to create roles for after the employee's retirement before their retirement. Second is that the support is necessary not only for the elderly employees but also for their management. The last point is that in order to utilize the elderly from the viewpoint of the entire company, the

instructions and advice regarding the business management of the workplace that the elderly employee has been assigned to should be included in the scope of evaluation.

Consequences of Abusive Supervision: The Moderating Effects of Job Characteristics and Resources in the Family Domain

Masaki Hosomi (University of Hyogo)

In Japan, power harassment, or bullying by supervisors, has become recognized as a social problem, but few psychological studies in this regard have been conducted. This research aimed to clarify the negative impact of power harassment as well as measures to mitigate it. I used the abusive supervision index, as abusive supervision is conceptually similar to power harassment. I tested the hypothesis that abusive supervision reduced in-role performance, commitment, and engagement. I also tested the hypothesis that favorable job characteristics (task autonomy and task interdependence) and family resources (family-to-work facilitation) reduce the negative impact of abusive supervision. Analyzing questionnaires administered to 564 full-time employees yielded the following results. 1) Abusive supervision was negatively related to in-role performance, commitment, and engagement. 2) For employees with high levels of family-to-work facilitation, the negative effects of abusive supervision on engagement were weaker. 3) For employees with higher levels of task autonomy, the effects of abusive supervision on in-role performance and commitment were stronger. 4) For employees with higher levels of task interdependence, the effect of abusive supervision on commitment was stronger. These results suggest that resources in the family domain are useful to buffer the negative impact of power harassment and that power harassment undermines efforts to design motivational work environments.

Study of Psychological Support for Public Vocational Training Students

Satoru Kobayashi (Hosei University)

The objective of this paper is to study how the existence and non-existence of the psychological support to vocational training affects the students, and also whether psychological support is effective during vocational training, targeting persons who have left their job as the trainees. The study was conducted with 189 people who came from Facility X, Facility Y and Facility Z within Prefecture A which have been entrusted with vocational training. Since Facility X are conducting a recruitment support using a psychological support program that they had developed themselves, they were classified as "Implementation Group". Facilities Y and Z were carrying out normal recruitment support, so they were classified as "Normal Group". Measures used for assessment were, the "Career Action-Vision Test" that is about career development, the bottom ranking item in the Japanese version of Rasmussen's ego identity scale which is "industry vs. inferiority", the lowest item on the "YG character test" which is "inferiority", "Big Five Measurement" as the personality characteristic, and as the ability to overcome difficulty the "SOC measurement". As a result, the study suggested that effects to a certain extent were seen in the group that received the psychological support program. It was seen that since improvements were made in aspects that have strong psychological elements such as emotional instability, the will to do something, the feeling of achieving something, inferiority, "the stimulation for diligence and development" was learned, and they were able to obtain confidence "of feeling the worth of doing daily work and life, and the meaning of life" as suggested by Adler. Public vocational training has an extremely important purpose to return the persons who have left their jobs back to the work force. What is required is not employment from a short-term perspective but from a long-term perspective, in other words, employment support that includes psychological support that will enable career development, and this will result in effective training.

A Looking into “Black-listed” Work: How it Occurs and Ways to Respond

Emiko Takeishi (Hosei University), **Atsushi Sato** (Hosei University), **Kayo Goto** (Labour Research Council)

Using the results of a survey given to young workers who had not yet entered managerial positions, this study establishes two research tasks with regard to the current state of “black-listed” work (working under sweatshop-like conditions). The first is an analysis of the factors that make certain worker attributes and corporation/workplace circumstances more prone to black-listed work. With a focus on whether one’s employer is recognized as a “black-listed company” (a sweatshop-like company) and taking that into consideration, we classified various types of black-listed work in keeping with that designation and sought out the factors that give rise to the circumstances behind each one. The second is an analysis of whether labor unions and an understanding of employee rights have an influence on workers’ “voice” against black-listed work, with attention paid to where workers can turn for advice or to report said work. The results of our analysis clarified the following three points: First, more than 20 percent of workers consider their employer to be a black-listed company. Upon classifying the concrete issues arising at the workplace into the five categories of “work hours,” “deterioration of employment,” “quotas/wages,” “character/human rights violations,” and “mental/physical health,” we can see a correlation between the circumstances giving rise to those issues and a worker’s black-listed company perception. Second, quantitative analysis of the factors leading to a black-listed company perception and the five categories of black-listed work revealed that personal attributes, corporate attributes, and employment type had only limited impact, whereas one’s occupational category and workplace traits were key factors. In particular, black-listed workplaces can be seen as having distinctive personnel management systems, with structural issues such as compensation systems that incite competition and indifference toward employee development. Third, we were able to ascertain the effectiveness of labor unions and an understanding of employee rights when reporting black-listed work and seeking advice from facilities both inside and outside the workplace. For employees to be able to voice themselves against black-listed work when it occurs, it is vital both to have an understanding of their rights and to have a labor union that will provide support when voicing at the workplace.