

## Abstracts

### Consideration on the Present Situation of Company Sports

**Toshio Saeki** (Japan Wellness Sport University)

The discussion of problems in company sports seems to have cooled recently, but this is no indication of any solution having been found, and company sport teams continue to be axed. Discussion of the problem is a kind of crisis theory, so that it tends to be no better than the theory of risk management. This paper researches the possibility of company sports as a management resource for business challenges in the global economy. First, the paper discusses the short history of company sports and puts in order the functions and meanings of them as a management resource. Second, the paper analyzes the present situation of them with two investigations, one made by the Sasagawa Sport Foundation and the other by Nippon Keidanren, and finds the characteristics of both. Third, the paper focuses the development of organizational ability as a business challenge for Japanese companies and points out the importance of a learning organizations. Last, the paper makes clear the possibility of company sports as a model of a learning organization.

### Nature of Labor of Corporate Athletes and its Influence on Their Career after Retirement from Sports

**Hidemasa Nakamura** (Hitotsubashi University)

This study aims to examine two questions: how corporate athletes work and how the work influences their career after retirement from sports. Although extant literature pointed out that balancing work and training was an important issue for the career of corporate athletes after retirement from sports, they have yet to investigate relationships between work activities and their influence on the athletes' careers. Therefore, I examine the two questions by conducting statistical analysis with data collected from 69 top-level corporate sports clubs in 2014. The results show (1) even when firms differentiate athletes from general workers with regard to working hours for general operations and off-the-job training, this does not influence the continuous employment rate three years after retirement from being an athlete, (2) differentiation in terms of promotion has a negative effect on the continuous employment rate, (3) team age and gender have a statistically significant effect on the continuous employment rate. This paper argues that considering not only working time, assessment of employee performance for promotion and off-the-job training but also history and gender is necessary for human resource management of corporate athletes.

### Labor Issues of Teachers in School Club Activities:

#### Examining Work Hours, Extra Allowances and Accident Compensation

**Atsushi Nakazawa** (Waseda University)

The aim of this paper is to discuss labor issues of teachers in school club activities. In Japan, there is a large system of extracurricular club activities, including sports activities, in junior high and high schools. This club system is out of the course of study and depends on the "voluntary commitment" of teachers. While teachers believe that club activities are necessary for educating students, they feel heavy a burden for managing such activities. That is, the teachers face labor issues, especially work hours, extra allowances and accident compensation. As such, this paper tries to discuss them, addressing the following questions:

How are the work hours of teachers supervised appropriately?

Do the teachers get adequate extra allowances?

Do the teachers receive accident compensation sufficiently?

In order to examine these questions, we use three perspectives on law systems, actual situations, and trial records. In conclusion, this paper clarifies that teachers are forced to manage club activities under cruel conditions regarding each labor issue. Thereafter we insist that we must solve such issues immediately not only to save the teachers but also to maintain the system of school club activities.

Athlete Unionization: Global Trends among Players' Associations and Lessons Japan Can Learn From These Developments

**Keiji Kawai** (Doshisha University)

In many countries, athletes playing in team sports such as soccer, baseball, basketball, rugby, and others, have been granted definitive legal standing through the recognition of the athlete as an employee under both individual and collective labor law, or through the enactment of sports-specific legislation. In recent years, a clear trend has been seen across several sports widely recognizing the involvement of the athlete in the decision-making processes related to the institutional design of that sport. In professional sports in the United States and Europe, the framework for collective bargaining provided under labor legislation has allowed conventional rules and regulations to be re-examined and new institutional designs to be put into place, based on a collegiate system of consensual decision making. Beyond their significance in guaranteeing the rights of workers, these developments will also bring forth major benefits for professional sports leagues and federations as well. The stable operation of sports-specific systems and processes is only possible if the autonomy of labor-management decision making is secured, as this restrains the need for judicial intervention. Both parties involved develop a sense of fairness and satisfaction when actively involved in the decision-making process, and it is this mutual good faith that will provide a springboard for constructive developments in the future.