

Abstracts

Issues concerning the Employee Representation System and Report from the Workplace **Akira Obata** (All Japan Federation of Transport Workers' Unions (Unyu Roren))

In this paper, we first organize the issues concerning the employee representation system when it was legalized based on the "Draft bill of the outline of the employee representation system" presented by the Japanese Trade Union Confederation (Rengo). Then, we go on to explain the view of the Unyu Roren's Transport Workers' Union Central Executive Committee concerning the employee representation system including the proceedings of meetings, and clarify its understanding, evaluation, and expectations for the system. Lastly, as a report from the workplace, we introduce the details of hearings we conducted concerning employee representation system in workplaces with no labor unions, and workplaces with medium or large labor unions that are members of the Unyu Roren. We conclude by elucidating new issues and issues related to legalization (of the employee representation system) as our closing remarks. In this paper, an employee representation system is defined as "an organization representing all employees who belong to a workplace or a company with no right to strike" based on the "Draft bill of the outline of the employee representation system" presented by Rengo and the report compiled by the Japan Institute for Labour Policy and Training (JILPT), titled, "Study group on legislation of collective labor-management relations to reach consensus of all workers including workers in various forms of employment." Thus, the employee representation system is different from a majority representation system stipulated in the current law in that autonomous and democratic operations are secured in the employee representation system.

The Case for Legislative Reform of the System of Employee Representation in the Workplace

Hisashi Takeuchi-Okuno (Waseda University)

This article discusses how the system of employee representation in the workplace should be reformed through legislation, as a part of an examination of the system of employee representation. The basic assumption is that the present system of employee representation under Japanese law, namely, the majority representative system and the labor-management committee system stipulated in the Labor Standards Act and other labor and employment statutes, already plays important roles as the system of employee representation, such as in the conclusion of labor-management agreements that allow employers to derogate from the statutory minimum standards and that therefore legislative measures must be taken to strengthen and support their employee representation function. The article contends that legislative measures enhance the power of employee representatives in dealing with employers and their independence by assuring a standing representative body and various supports for their activities. At the same time, these measures allow labor unions, especially majority unions in the workplace, to play the role of such employee representative if there is one, with consideration of Article 28 of the Constitution of Japan guaranteeing workers' right to organize, bargain, and act collectively, and the fact that Japan's labor unions, as enterprise unions, play the roles as representatives of employees in the workplace. The article also insists that should such legislative measures be taken, there would also be a possibility to give a greater role to employee representatives as the mechanisms of employees' voices, including such functions as giving consultations and providing information.

An Analysis of the Effects of Employee Association on Quit Rate and Firm Performance in Small and Medium Firms

Tomohiko Noda (Osaka Prefecture University)

The purpose of this paper is to focus on employee organizations as a collective mechanism to express opinions and analyze how this impacts companies and workers. The paper clarifies the following: First, the existence of employee organizations

significantly reduced turnover rates, and, interviews with individual employees did not have any impact on turnover rate. This suggests that what is necessary to improve the satisfaction of employees that may lead to deter turnover, is not a system that allows expression of individual statements, but one that allows expression of collective statements. Secondly, employee organizations do not directly influence corporate performance, but do have a negative impact on turnover rates. Thus, corporate performance may improve by reducing factors that may lead to turnover or by decreasing the turnover rate. Thirdly, turnover rates are high in companies run by their founding families or their relatives. Such companies tend to be restrictive on the formation of employee organizations. The management of these closed corporations tend not to welcome the presence of a collective organization of employees. Fourthly, irrespective of being an owner-manager, the manager's attitude toward employees influences the turnover rate.

Current Status and Issues of Employee Representative System in Germany

Norio Hisamoto (Kyoto University)

This paper discusses employee representative activities in Germany by focusing on works councils (Betriebsräte) based on the Works Constitution Act (Betriebsverfassungsgesetz) and "other employee representative bodies (Andere Vertretungsorgane)" that are not regulated by said law.

The paper reveals the following: Not many small and medium sized companies in Germany have a works council; the establishment of which is legally obliged in the country. On the other hand, the "other employee representative bodies (Andere Vertretungsorgane)" that are not regulated by the law, are spreading in companies regardless of their size. The paper also makes it clear that there are quite a few organizations that function almost as same as works councils although the details of such employees' organizations vary. Actual relationships between labor unions and works councils are diverse, but labor unions are putting a lot of effort into establishing works councils.

What is Leadership Behavior about the In-house Community Lifecycle from Its Creation to Closure

Motoki Kanazawa (Hosei University)

This paper discusses leadership behavior concerning communities of practice in private companies. Recently, large companies have engaged with communities as a part of their "in-house volunteer activities." Their aims in doing so are creating innovation, solving their problems, building a personal relation and sharing knowledge. The participants basically work within their company's community. Most of these participants are millennials, and most of the coordinators are in their thirties. These participants help create communities by communicating with co-workers and other companies' coordinators. I focus on the leadership exhibited throughout the community lifecycle, from its creation to closure. These communities require coordinator leadership, and at community inception, it needs vertical leadership. However, as the number of community participants increases, it requires shared leadership, as coordinators want to change participants to create new event leaders. With the passage of time, participants become disengaged and wish only to attend events; because of this, coordinator motivation can decline, which may spell the end of the community. First, I qualitatively examine leadership behavior during the process of creating and expanding communities. I look to disclose behavior types among coordinators in the community, and why they behave in that manner. Second, I examine how one coordinator can influence the participants, given transformational leadership and shared leadership. I look to disclose the underlying mechanism.

Regulating Factors on Aging Workers' Job Crafting: An Adapted Modified Grounded Theory Approach

Yasunori Kishida (Hosei University)

In this report, we conduct semi-structured interviews with 11 aging workers working at Company X who continued to work while experiencing changes of position after retirement age. We perform an exploratory analysis of "how post-retirement aging workers see their relationship with the working generation and the meaning of work in the process of continuing to work, and how their scope of duties is changing," using the Modified grounded theory approach. In the results of our analysis, we found qualitative data suggesting that the reduced job crafting, which was negatively perceived in previous research, was having a positive influence on individual motivation for aging workers, instead of a negative influence. It may be said that the reduced job crafting of aging workers is in harmony with the surroundings, having a positive influence on individual motivation under conditions that seem to be appropriate from the perspective of the working generation also.

The Effects of Child Birth and Child Care on Women's Continuation of Their First Jobs by Occupation and Contractual Type: A Cohort Analysis Before and After the Revised 1999 Equal Employment Opportunity Law

Kyoko Komatsu (Ochanomizu University)

This paper examines how occupation and contractual type affect a woman's continuation of her first job during pregnancy and parenting, comparing women who entered their first jobs before the revised 1999 Equal Employment Opportunity Law and those who entered after the revised Law. Using data from the Japanese Panel Study of Employment Dynamics 2016, we found that although there is an overall increase in the rate of women's job continuation upon child birth after the revised Law, the probability of job continuation differs by occupation and contractual type. Specifically, while after the revised Law there has been an increase in the job continuation rate for regular employees, there has been no change for non-regular employees. Moreover, among clerical workers after the revised Law, those with work experience in special areas such as general affairs, human resources, accounting, finance, legal affairs and public relations are more likely to continue their first jobs during pregnancy and parenting. Professional workers, including healthcare and medical professionals, social welfare professionals and teachers, who were likely to continue their jobs before the revised Law, as well as other professionals such as IT engineers, legal professions and financial professionals, are also more likely to continue their first jobs upon child birth. However, professionals in all these groups are not likely to continue their first jobs during parenting.

The Impact of the Use of Work-Family Reconciliation Policies on Women's Wages

Maki Yokoyama (The University of Tokyo)

In order for women to balance work with their families, the availability of reduced work hours following maternity leave will become more common in Japan. This article focuses on the influence on women's careers following reduced work hours due to the use of work-family reconciliation policies.

Analysis of the Japanese Life Course Panel Surveys reveals only 40 to 50% of women who give birth can get maternity leave. Most non-regular workers become unemployed at the time of childbirth. It became clear that employment continuation following maternity leave is only available to a group of women at relatively high wages. A similar trend was also observed for women on reduced hour work contracts.

As a result of analyzing with a sample of only regular employees, there is no wage penalty for women before and after child birth. On the contrary, there is a wage premium for men after childbirth. Acquiring child care leave during childbirth among regular employees is considerably penetrating, but the spread of short-hour working option is still limited (only privileged groups such as relatively high wages can be used).