

## Abstracts

### Human Resource Development and Career Development in Japan: From an International Comparative Perspective

Atsushi Sato (Hosei University)

This paper examines skill development and career formation in Japan, taking into account the educational system, and further examines Japan's current situation and policy issues (mainly the 11th Vocational Skills Development Plan) through international comparisons. The relationship between labor mobility and reskilling can be summarized as labor movement within a company and labor movement between companies (cases where a dismissed worker is reemployed through some kind of organization, and labor movement due to voluntary job change). The current situation and issues of each relationship were examined by making international comparisons. As a result of the examination, considering the current state of involvement of the government, labor, and management in skill development and career formation in Japan, the involvement of vocational education and training (VET) and labor unions in skills, which are the foundation for securing labor mobility seen in collectivist countries, is also weak. Therefore, we conclude that labor movement due to reskilling is likely to remain within the scope of intra-company transfers. On the other hand, if the aim is to promote labor mobility through voluntary job changes, the scope of work experience should be narrowed by strengthening the relationship between education and work, while lowering the ratio of new graduate recruitment and the weight of company-led placement and transfer policies.

### Changing Corporate Human Resource Development/Career Formation and Human Resource Management Issues: Developing the Required Career Management Where Companies and Employees Collaborate

Eiichi Ohki (Tamagawa University)

It is becoming increasingly difficult for companies to discern the direction in which market needs will change. For this reason, the human resource development and career development policies that companies should adopt will inevitably shift from company-led career management to collaborative career management that coordinates the needs of companies and employees, incorporating the element of self-responsibility in deciding one's own career. For this kind of cooperative career management to work, it is necessary to provide employees with an opportunity to have a say in how they should develop their own careers. Measures that support cooperative career management include self-reporting systems and disclosing information on personnel evaluations to employees. Disclosing information regarding personnel evaluations means making it clear to employees what they lack in order to realize the job and career that they desire. Employees working at companies that promote self-responsibility for career development evaluate these systems harshly. However, it is conceivable that cooperative career management will work if there is career consultation with employees and support for career development.

### Re-examination of One's Personal and Career Development Based on Sustainable Careers: Focusing on Talent, Cross-boundary Learning, "Reskilling," and Career Self-reliance

Nobutaka Ishiyama (Hosei University)

This paper revisits various concepts related to personal development and career development from the perspective of sustainable careers, considered the fourth generation of career theory. The challenges associated with these concepts—talent, cross-boundary learning, reskilling, and career self-reliance—are also examined. Ultimately, this paper includes a discussion regarding two points of theoretical significance. First, the traditional allocation of resources by the Japanese government has tended to focus on developing employee skills through a degree of corporate paternalism. However, collaboration between companies and individuals requires the positioning of the government, companies, educational institutions, and individuals as an ecosystem, and

resources must be distributed equally. Second, if companies implement the aforementioned concepts with a paternalistic approach, the result may be no different than that from traditional skills development. As companies pursue implementation of the various concepts, they must consider how to deepen the agency of the individual. Additionally, the following two points are pointed out for practical significance. Companies must consider the concepts mentioned for restructuring on-the-job training in response to the changing times. Individuals are expected to become proficient in strategies aimed at controlling their own resources.

Policy Methods for Skill Development: People Flock to Companies That Develop People  
**Chizuko Hayakawa** (Saga University)

This paper examines policy methods for developing workers' vocational skills from the perspective of labor law. From this viewpoint, this paper focuses on the legal schemes for workers to develop their vocational skills and build their careers. In addition, it considers what kind of legal policies may be necessary for government and businesses to provide support to the skill development of workers. The significance of skill development policy in labor policy is first examined in Section I, and the perspective and approach of legal policy regarding skill development are discussed in Section II. Specifically, this paper considers whether it is possible to impose obligations on employers or workers, or whether there is a method to encourage voluntary efforts through economic and social incentives and other supports from the state. Section III discusses how such policies should be implemented with an emphasis on dividing it into policies in the legal field of labor law, such as the Vocational Abilities Development Promotion Act and the employment insurance system, and policies in other legal fields. Based on the evaluation of the current systems, this paper suggests the development of a mechanism that utilizes market "reputation" as a new method to stimulate employers' effort to promote skill development of their employees.

An Empirical Analysis of the Impact of the Penetration of Corporate Philosophy on Employee Behavior, Satisfaction, and Outcomes: Based on the Results of a Survey of Sales Drivers of Japanese Company S

**Koji Muraki** (Seino Holdings Co., Ltd)

**Yoshitaka Taguchi** (Seino Holdings Co., Ltd)

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This paper constructs a model for examining the permeation of corporate philosophy and its influence on employee behavior and outcomes. Using regression analyses, the research investigates questionnaire data and human resources records from the freight handling and sales drivers (SDs) of S Holdings, a major Japanese logistics company, and explores how SDs' awareness of the corporate philosophy influences their actions, satisfaction, and achievements. The main conclusions from the analysis are as follows. First, the more SDs felt that "management is implementing the corporate philosophy," the higher their satisfaction with the company, work-life balance (WLB), and performance. Next, among the five values of the corporate philosophy, higher permeation of "Customer First" and "Fukujuso Spirit" ("Pheasant's Eye Spirit") results in higher achievement of customer satisfaction objectives by SDs, while "Harmony and Collaboration" increased satisfaction with the company and WLB, which resulted in higher outcomes. Furthermore, with better permeation of the remaining two values, "Be Societal Arteries" and "Creativity and Innovation," the SDs showed higher achievements in customer satisfaction. Notably, customer-oriented behaviors are strongly reflected in personnel evaluations. Several challenges were also identified. The analysis suggests the critical importance of consistency and integrity in the corporate philosophy permeation process, in setting required values and behaviors, as well as in systems of training and personnel evaluation.

#### A Homeworking Model to Achieve Labor Productivity and Employee Work-Life Balance

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**Tamie Matsuura** (Hosei University)

We hypothesized that for homeworking to become accepted as a common mode of working, companies must be able to maintain labor productivity with homeworking and employees must be able to fulfil their work-life balance (WLB). By focusing on employees who are meeting both conditions, we examined the factors that enable them to do so. First, we found that employees who were able to achieve labor productivity with homeworking and WLB had higher levels of overall life satisfaction, a positive impact between work and non-work life, and engagement, resulting in a desirable work environment for the company and the employees. Second, employees who could achieve labor productivity with homeworking and WLB had support from their families, the company and their supervisors, a suitable IT setup at home, and good self-discipline for homeworking. Third, we examined the importance of companies respecting employees' preferences concerning the frequency of homeworking in achieving labor productivity and WLB. This was done by measuring how the difference between actual and desired frequency of homeworking impacted employees achieving labor productivity and WLB. The results showed that employees who were able to work the desired number of days from home were more likely to score higher on labor productivity and employee satisfaction. On the other hand, employees who were continuously unable to work the desired number of days from home were more likely to score reduced satisfaction with WLB, resulting in decreased labor productivity in the long term.

#### Dual Labor-Management Communication: Unions and Individual Voices

**Akie Nakamura** (JTUC Research Institute for Advancement of Living Standards)

As work styles become more diverse and individualized, labor-management relations are becoming dysfunctional. It is necessary to revive the voice mechanism, but an evaluation of the coexistence of multiple voice mechanisms has not been determined. In particular, there has been concern that the "individual voice" such as "i-deals" may be a trade-off with union participation. Therefore, I examined the substitutional/complementary relationship between "individual voice" and "intention to join/leave a labor union" by analyzing the data from a questionnaire survey of 4,901 workers in private companies. As a result, for the majority of workers who are not members of a union, there is a positive correlation between individual voice and the intention to join a union, while for unionized workers, there is a positive correlation between individual voice and the intention to leave their union. In addition, fixed-term contract workers need a union more than indefinite-term contract workers. Since the result shows that workers who speak out individually tend to increase their participation in collective voice mechanisms, policies and measures to revitalize the individual voice should be considered. On the other hand, individual voices may have the opposite effect on unionized workers, hence unions should develop their activities to include more workers.