Abstracts

Team Processes and Communication to Achieve Creative Transformation in the Way We Work

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This paper examines the nature of team processes and communication that facilitate the creative transformation of work styles from the perspective that such transformation is essential for enhancing organizational sustainability. In order to shift away from conventional work styles and change to new flexible and creative modes of working, mere reform of employment systems is insufficient. Instead, it is necessary for members to be aware of the problems and factors that make their work style inefficient, to openly and frankly raise these issues within the team, to share these with other members, and to autonomously engage in discussions to formulate and implement solutions. However, it must be understood in advance that these transformational processes are likely to be inhibited not only by psychological resistance and passive attitudes among members, but also by various organizational psychological factors observed at the team and organizational levels, such as the silo effect, groupthink, and pluralistic ignorance. This paper introduces case studies that suggest initiatives to increase opportunities for regular dialogue and one-on-one meetings are effective in fostering psychological safety. Drawing on these cases, we argue that relying solely on top-down instructions and orders from managers is insufficient for putting creative transformation of work styles into practice. Rather, it is important to strengthen governance-based management that promotes the development of psychological safety by creating better team communication that emphasizes dialogue and collaboration.

Psychological Effects of Message Delivery: An Approach from Framing and Regulatory Fit

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This study focuses on how messages are framed when supervisors communicate with subordinates, emphasizing not only what supervisors communicate but also how they deliver messages. Drawing on framing theory and regulatory fit theory, this study argues that matching regulatory focus（promotion or prevention）with framing（positive or negative）could enhance engagement in tasks. However, in contemporary Japan, concerns over harassment have led to avoidance-based management practices, potentially making it difficult to deliver effective prevention-focused messages with negative framing. Future research should explore the conditions under which regulatory fit messaging remains effective.

Practices to Encourage Small and Medium-sized Enterprise Owners to Adapt "The Support Program for Balancing Treatment and Work" Based on the Health Communication Framework

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This article presents the development of promotional materials aimed at encouraging small and medium-sized enterprise（SME）owners to adopt The Support Program for Balancing Treatment and Work. The concept of health communication has also been applied during material development. Formative research was conducted to understand SME owners' health attitudes and identify effective health communication strategies. A flyer for implementing the support program to balance treatment and work was developed based on the results of the formative research. The front of the flyer contained relevant animal photographs with short tips to create awareness of the messages. Additionally, the back of the flyer mentioned the following: the profit for the company from introducing the Support Program for Balancing Treatment and Work, the relationship between the coordinating organizational climate and application of the policy, and the link to a supportive website. Further practice is expected in health communication regarding the dissemination of health policy information.

How the Instillment of HR Practices Shapes the Relationship between HR Practices and Performance

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Human Resource Management theory has sought to identify HR practices that lead to performance at both the organizational and individual levels. Since the 1990s, interest in the implementation of HR practices by line managers and in employees' perceptions of these practices— "instillment of HR practices"—as mediators between HRM and performance has increased. This includes theoretical frameworks such as "implemented HRM," "perceived HRM," "HR attribution," and "HR strength." A common underlying assumption in these frameworks is that understanding and achieving the intentions of executives or HR departments in HR practices are necessary for enhancing performance. However, given the complexity of individual workplaces and the situations they face, the mere achievement of the executive's or HR department's pre-existing intentions might not lead to efficiency. Prior research has not sufficiently addressed the proactive, diverse, and interactive nature of how HR practices are perceived in workplaces. Moreover, there is a need to examine the instillment of HR practices at the organizational level, rather than individual level. This paper reviews the challenges identified in prior research on the instillment of HR practices, considers recent trends in HRM theory, and discusses potential pathways for advancing research on the instillment of HR practices.

Sustaining Servant Leadership: An Exploratory Study on Servant Leaders' Tactics to Manage the Depletion Effect on Leaders

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The purpose of this study is to explore how servant leaders respond to the effects of psychological depletion they themselves experience. While servant leadership is widely recognized for its benefits to followers and organizations, it also poses a potential risk of depleting the leader's own psychological resources. Although previous studies have explored the psychological impact and boundary conditions of servant leadership on leaders, they have not sufficiently provided actionable knowledge for those practicing it. Through a qualitative investigation of leaders who engage in servant leadership in real organizational settings, this study argues that such leaders use individual-level tactics to manage depletion and maintain energy. The findings indicate that sustaining servant leadership requires not only follower-centered behaviors, but also knowledge and practices aimed at caring for the leaders themselves.

Change Approaches for Implementing Human Resource Policies within an Organization

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This paper examines appropriate change approaches for companies undergoing HR policy reforms. Specifically, it compares the change approaches of two companies with different objectives and directions for organizational change, analyzing whether each approach is aligned with Burke and Litwin's change model or Weick and Quinn's change process. The analysis confirmed that Burke and Litwin's model is more applicable when organizational change is large in scale and requires a medium- to long-term approach, such as the reconstruction of organizational culture. In this model, leadership for change, the composition of change teams, and structural changes such as systems and processes played important roles. On the other hand, in environments where change is continuous and adaptive, Weick and Quinn's process was more suitable, and transformation was achieved through innovative initiatives, continuous involvement of organizational members, and monitoring. This study shows that the selection of an approach to organizational change is influenced by the business environment and organizational characteristics, and presents the conditions for applying the optimal change approach according to the situation. It also provides strategic guidelines for companies seeking to transform existing initiatives by involving production lines and relevant departments.

Legislative Trends in the Promotion of Employment of People with Disabilities in Germany:
The Act to Promote an Inclusive Labour Market

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This paper focuses on the Act to Promote an Inclusive Labour Market, which was enacted in Germany in 2023 and fully implemented in January 2024. It compiles the current state of Germany's disability employment policies and key points of system reform to provide useful materials for Japan's policy discussions. Germany has established a multi-layered framework, including a quota system for the employment of people with disabilities, sheltered workshops, Inclusive Companies, Budget for Work, and support/advice to employers through a centralized point of contact. However, challenges such as low transition rates to the general labour market, mismatches in job placement, and delays in benefit procedures have persisted. The law introduces measures such as doubling the equalization levy for zero-employment companies, partially eliminating wage subsidy caps and implementing double counting in employment rates, clarifying the status of Inclusive Companies, focusing the funds from the levy on the promotion of employment in general labour market, ensuring faster benefit decisions by Integration Offices, and establishing an expert panel to review disability certification based on participation. These comprehensive reforms aim to build an inclusive labour market while addressing the shortage of skilled workers, offering insights into Japan's future welfare-based work support and disability employment policy.