

Workers' Satisfaction

In New Movement of Japanese Standard Employment

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Abstracts

The aim of this paper is to reveal workers' satisfaction in new movement of Japanese employment systems. Specifically, we investigate the relationship between new dimensions of human resource management (HRM) in Japan and workers' satisfaction for wage. The concern about new type of regular employment, so-called restricted standard employment, is raised in Japan and HRM systems for standard workers are diversifying to homogeneous and heterogeneous. We focus on the relationship heterogeneous/homogeneous HRM and restricted workers' satisfaction. The findings are that (i) the status as restricted worker has a negative effect on satisfaction for wage in both homogenous and heterogeneous HRM and (ii) in heterogeneous HRM, when wage-table is different between restricted standard workers and non-restricted standard workers despite there is job homogeneity among each employment in the same workplace, then job homogeneity has a negative effect on satisfaction for wage. Also, we found that (iii) the length of service has a positive effect on satisfaction for wage in homogeneous and heterogeneous HRM.

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1. Introduction

Recently, Japanese government advocates to arrange the variety of working style through not only choosing non-standard employment but also keeping standard employment status with restricted work conditions/terms. Under this movement, concern about new type of standard employment, so-called restricted standard employment, is raised in Japan.

The aim of this paper is to reveal workers' satisfaction in new movement of Japanese employment systems. Specifically, we investigate the relationship between human resource management (HRM) system (homogeneity/heterogeneity) Japan and restricted standard workers' satisfaction for wage.

1-1. Current situation/movement in Japanese employment systems

During the long-term economic stagnation that began in the 1990's, Japan's economic environment changed enormously, including the development of economic service, the intensification of international competition and so on. Values of workers have also diversified over this period. Against the background of such changes in socioeconomic environment, the proportion of non-standard workers has increased. According to the General Survey on Diversified Types of Employment 2010(GSDE 2010) conducted by Ministry of Health, labour and welfare (MHLW), non-standard workers account for 38.7% of all workers (JILPT, 2014).

Compared to standard workers, nonstandard workers face the some problems in their working life. For example, according to GSDE2010 satisfaction of non-standard workers on stability of employment is less than it of standard workers. When we look to satisfaction on wage and training, same trend can be seen. It has been indicated that, in comparison with standard worker, non-standard worker generally have (i) less employment stability, (ii) lower wages, and (iii) fewer opportunities for career development.

At the same time, standard workers are also faced some problems. One of the most famous problems is overwork of standard workers. Satisfaction of standard workers on labour hour is less than it of nonstandard workers (GSED 2010). And according to Monthly labour survey conducted by MHLW, annual total labour hours of standard workers have kept over 2,000 hours from 1993 to 2012 except 2009 (JILPT, 2014). In addition to this problem, Standard workers have to accept the company's order of redeployment regardless of whether they like or not in exchange for getting strict job security and possibilities of career development within company. It has been indicated that, in comparison with non-standard worker, standard worker generally have (i) health risk¹, (ii) difficulties of balancing work and life.

¹ According to research conducted by The Japan Institute for Labour Policy and Training (JILPT), the longer the hours worked by a person in a week, the easier it is for them to be exposed to stress and health risks (JILPT, 2014).

1-2. Emerging issue in current movement of Japanese employment systems

Faced above mentioned problems, Labour market in Japan faced serious problems, so-called the polarization between typical standard workers and non-standard workers. Standard workers enjoy stable employment and treatment in return for there being no limits on the range of the work they engage in or their place of work. On the other hand, while non-standard workers have a limited range of work tasks or place, their employment and treatment are unstable. As this indicates, the polarization between typical standard workers and non-standard workers in Japan forms what is referred to in Japan as a “twist phenomenon,” in which factors which are problems for one form of employment are solved by the other form of employment, and vice versa.

One of the biggest issues of polarization is that the huge gap of way of working between standard and non-standard cause immobilization of worker’s employment status. So once people choose their way of work as non-standard workers, they continue to work as non-standard one. This means both standard and non-standard workers have continued to face each problems like above mentioned things. So it can be said that Japanese labour market is in the tricky situation.

1-3. Suggestion of restricted standard workers from government and researchers

Being faced this tricky situation, to tackle problems in Japanese labour market, government have started some actions. One of the most typical actions is to offer new type of way of work, so-called restricted standard employment. The important aspect of the discussions regarding restricted standard workers is that people can have more options for ways of working while maintaining “standard worker” as a form of employment. In addition to encouraging diversities of way of work, restricted standard workers are also expected to resolve labour problem of non-standard workers by encouraging mobilization of different employment categories.

And Japanese researchers also suggest introducing restricted standard workers. Imano highlights the fact that with diversification in the makeup of the labor force like increasing women or elders, there is growing scope and necessity for personnel management in companies to utilize workers with restrictions on factors such as their tasks, work locations, and working hours, regardless of their form of employment. Imano suggests introducing restricted standard workers as one form of employment (Imano,2012). These opinions show restricted standard workers are needed not only for labour policy but also company’s personnel management itself. Let see the brief features of restricted standard workers and relationships among three types of workers below section.

2. Previous Studies and Hypotheses

2-1. Characteristics of personnel management of typical standard workers

Before pursuing the discussion on restricted standard workers, let us clarify the characteristics of conventional Japanese employment practices and the typical standard workers who work under such practices. As is widely known, the characteristics of Japanese-style employment systems are the principles of (i) long-term employment, (ii) seniority-based wages and promotion, and (iii) cooperation between labor and management (Hisamoto,2008).

It is also significant that in Japan, not only those workers in the white-collar level but also those in the blue-collar level have benefited from the aforementioned characteristics of the employment system. On the other hand, non-standard workers have often been left outside of the “core level,” which consists largely of female. In other words, non-standard workers have often found themselves in the periphery levels. Hisamoto cites the following two points as characteristics of the employment management of standard workers: (i) the small size of the gap between blue collar workers and white collar workers, and (ii) different management according to gender (Hisamoto,2008). It can be inferred from these insights that while there are only minor gaps in treatment due to different jobs, there is a significant gap between the sexes.

Under the conventional Japanese employment practices described above, typical standard workers were expected to always maintain a certain level of flexibility with regard to the delineations and boundaries of their work in order to fulfil their anticipated role as the primary labor force (Inagami,1989). As can be ascertained from the points raised by Inagami, typical standard workers have been expected to be flexible when it comes to the range of their work tasks and work locations. This means that companies have essentially been able to utilize human resources without any restrictions. As Marsden has highlighted, in Japan, unlike in country such as Germany, it is possible for employers to utilize human resources without any limitations being placed upon them regarding the division of tasks.²

However, on the other hand, the employers following conventional Japanese employment practices undertake the obligation of guaranteeing the workers employment stability until retirement age (Sugeno,2004). In addition, due to the seniority-based wage curve, it is necessary for companies to take on a certain level of personnel expenses. Essentially, employers bear such obligations and expenses in return for the benefits of being able to utilize human resources flexibly.

Given that for worker in long-term employment, there are no restrictions on the range of the type of their work or duties, it can be said that employment in Japan is characterized by

² For characteristics of task distribution in the employment systems of each country, see Marsden (1999).

the fact that employees are employed as “members” of a company, as opposed to being given specific tasks and receiving payment in return for accomplishing those tasks.

2-2. Characteristics of restricted standard workers

Bearing in mind the points which have been raised so far, restricted standard workers can be described as standard workers with a certain level of restrictions on their work locations and/or tasks. Therefore, unlike typical standard workers, they are standard workers which place a certain level of restrictions on their employer in terms of how they can utilize. This is comparable to the characteristics of non-standard workers, whose work responsibilities and places of work have a limited range.

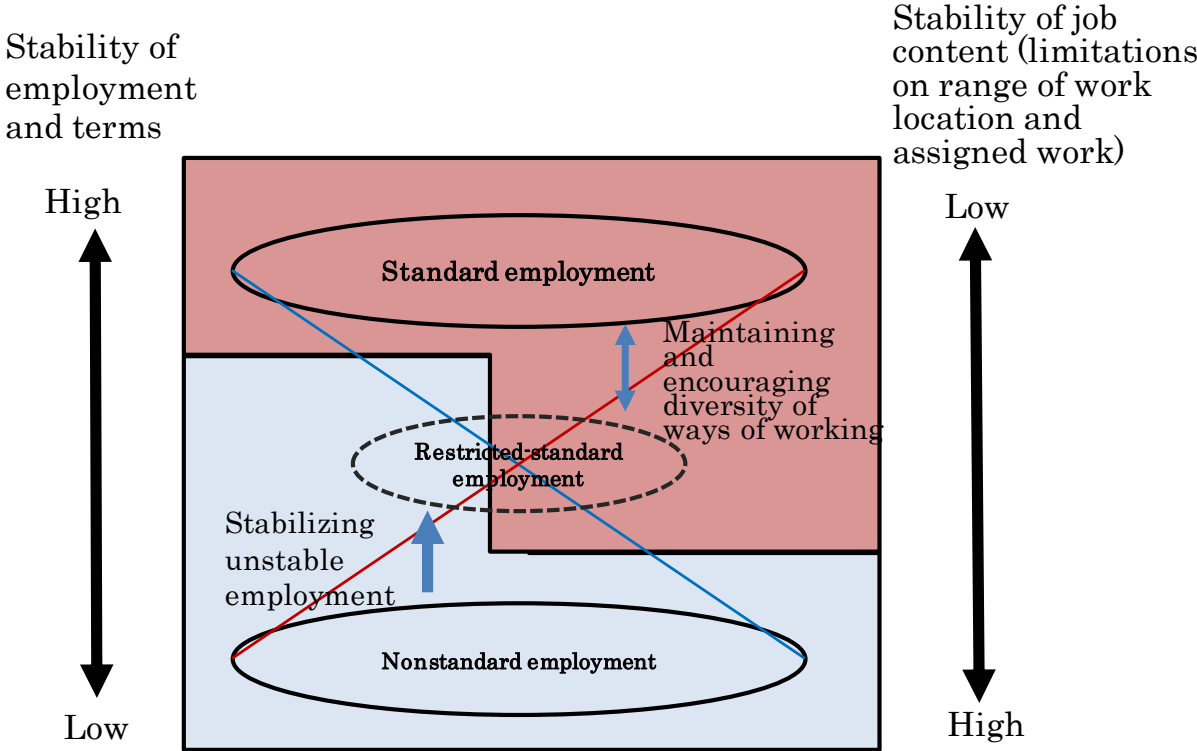
Figure 1 represents the relationship between typical standard workers (non-restricted standard workers), restricted standard employees, and non-standard workers. As noted in the introduction of this paper the polarization between typical standard workers and non-standard workers in Japan forms what is referred to in Japan as a “twist phenomenon”. Restricted-standard workers can be found at the intersection where typical standard workers and non-standard workers meet, as an intermediate layer between the two. As noted in the introduction of this paper, restricted-standard workers are expected to have the effect of increasing the stability of employment of non-standard workers, while also maintaining and encouraging the diversified working style of standard employment (Nishimura, 2015).

There is research highlighting that in the 1980s at least a number of Japanese companies began to introduce different types of standard employment (Inagami,1989). Moreover, using the criteria defining employment categories as a basis³, the Japan Trade Union Confederation(JTUC)’s Research Institute for Advancement of Living Standards (RENGO-RIALS) demonstrate that standard workers with restrictions on the range of their place of work or the scope of duties exist in considerable numbers (RENGO-RIALS,2003). According to RENGO-RIALS (2003), among 547 companies surveyed, 56.3% of companies have a number of different employment categories of standard workers. RENGO-RIALS also highlight that among these multiple employment categories for standard workers, there are standard workers with restrictions on the range of their place of work or duties. However, such workers account for around just 30% of the total number of standard workers. 69.0% of standard workers have no restrictions on their work or place of work, making the majority of standard workers non-restricted standard workers. Research on human resources architectures

³ Employment categories are regarded as the foundations of personnel management (Imano and Sato,2009), and the term normally refers to the categories created by dividing workers into multiple different groups based on some form of logical grounds. The categories are according to factors including forms of employment such as standard workers and non-standard workers, differences in future career development possibilities, and differences in ways of working (Morishima, 2011).

also highlights the existence of standard employees with restrictions on the way they work.⁴

Figure1 The relationship between typical standard workers, restricted-standard employees, and non-standard workers.



2-3. Emerging issues: Needs for balanced treatment among three types of workers

Addressing the existence of a number of different types of standard workers, Sato, Sano, and Hara (2003) point out that personnel management are faced with the challenges of defining boundaries and providing balanced treatment for the different employment categories. So this paper is taken up this subject. To deal with this subject, we treat satisfaction of workers as an index of success to balanced treatment in company’s HRM, because, in general, satisfaction of workers might be key factor affected by HRM issues. In addition to deal with satisfaction of workers, we would like to use following concepts, which is homogeneity or heterogeneity in HRM.

According to Inagami(1989), there two dimensions in the concept of homogeneity /heterogeneity. One is the phenomenological homogeneity/heterogeneity, which is the factor of quantitative measurable things. The typical example is wage differences. Another is the intrinsic homogeneity/heterogeneity, which is the factor of unmeasurable things. The typical

⁴ Examples include Nishimura and Morishima (2009) and Hirano (2010).

example is difference which is caused by sex, job values or employment categories.

Important point of this thinking is that these two dimensions are compatible. When although there is wage difference between Mr,A and Mrs,B, Mrs,B accept these situation positively by their differences of sex, wage difference does not means inequality of wage but adequate gaps reflected proper difference between man and women. In previous research, Okunishi (2008) pointed out the perceived distinction by employment category is more influential in determining perceived wage equity than wages and job contents.

Generally argument of human resources architectures (e.g. Lepak and Snell, 1999), is that companies have to make their HRM systems suitable for each category. It means that when companies conduct their business by using some employment categories, they have to choose heterogeneous road in preparing their HRM. But as we mentioned 2-1, one of the unique features of HRM in Japan is that companies tend to hesitate to apply different HRM system to different jobs. It is both those workers in the white-collar level and those in the blue-collar level that have benefited from Japanese-style employment systems which consist of long-term employment, seniority-based wages and promotion.

Considered this Japanese situation, when we focus the relationship between non-restricted standard workers (i.e. typical standard workers) and restricted standard workers but not between standard and non-standard workers, applying different HRM to different categories within one company is not necessarily the best way for providing balanced treatment for different employment categories and rising satisfaction of each type of workers. We insist that if we deal with the subject of balanced treatment among non-restricted standard workers, restricted standard workers, and non-standard workers, we have to hold a discussion with consideration of the two above mentioned dimensions.

Regarding workers' satisfaction, in Japan, the increasing of non-standard workers have negative effects on standard workers' satisfaction for job security, job contents and human relations within workplace (Enatsu, 2008). Also, Broschak and Davis-Blake (2006) pointed that higher proportion of non-standard workers were associated with less favorable attitudes toward supervisors and peers. These findings have been important and suggestive for homogeneity or heterogeneity in HRM, that is, the situation consisted as mix-employment of non-standard workers and standard workers have some effects on each workers' perceptions (e.g. satisfaction, job security). It implies that the expansion of diversified employment systems might have some impacts of workers in various employments. Most of previous studies, however, focused on the mix of non-standard and standard workers. Actually, non-restricted standard worker has been just appearing as new movement in Japanese employment system, and research about them has been conducting gradually in recent years (e.g. Morishima, 2011; JILPT, 2013; Nishimura, 2015). Therefore, we investigate the

relationship between HRM styles and satisfaction of non-restricted and restricted standard workers.

Also, this research focuses on HRM systems and workers' satisfaction, and investigates the relationship between them. In our analyses, we especially focus on satisfaction for wage because wage is important for workers' job attitudes in heterogeneous and homogeneous HRM, as pointed in Inagami (1987) as the phenomenological homogeneity/heterogeneity and pointed in Okunishi (2008) as employment category. So, we investigated the relationship between heterogeneous/homogeneous HRM and workers' satisfaction for wage.

3. Data and Analyses

3-1. Sample and Variables

We use the survey data collected by The Japan Institute for Labor Policy and Training (JILPT) in 2010, called as "Survey for Diversity of Forms of Employment". This survey was conducted by JILPT in 2010 and it collected the data from 1,610 employers (N=1,610) and 11,010 employees working at those employers who responded as employers. Also, they included both standard and non-standard workers, and it collected the data from a variety of categories of employment even in standard workers. In particular, we use the survey data conducted for workers and employers of their companies in analyses. The questionnaire for workers had sent out to 100,000 workers via their offices and it asked them about their job, wage and work conditions. In this survey, JILPT collected the responses from 11,010 workers (response rate: 11.0%). Also, the questionnaire for employers sent out 10,000 business places and it asked recruitment, employment arrangement (e.g. ratio of non-standard workers, appointment of permanent employees) and the differences of wage system among each employment. It has matching data merging enterprises and their employees, and in this study, we use the data of non-restricted and restricted standard workers from the matching data, also we sometimes show some data of non-standard workers as references.

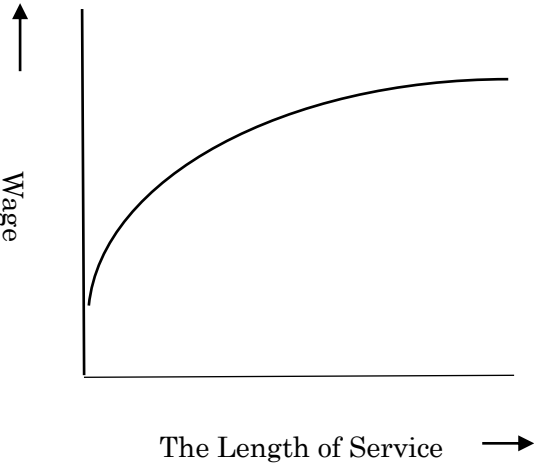
In this study, we set standard worker who is restricted in upper limit of promotion and/or in type of occupation and/or in work location and/or in working hours (overtime-less) as "Restricted Standard Workers", and set standard workers who work as typical standard workers in traditional Japanese employment systems as "Non-Restricted Standard Workers". The table 1 shows the distribution of workers in each employment and their sex after we exclude outlier (e.g. workers who responded that he/she works over 100 hours per week) and missing values in variables we used in this study.

Table 1 Distribution of Workers in Each Employment Categories

| | Non-Restricted | | Restricted | | Nonstandard | |
|--------------|----------------|-------|------------|-------|-------------|-------|
| | n | % | n | % | n | % |
| Female | 213 | 28.8 | 253 | 53.2 | 2115 | 71.3 |
| Male | 526 | 71.2 | 223 | 46.8 | 841 | 28.3 |
| N(Employees) | 739 | 100.0 | 476 | 100.0 | 2967 | 100.0 |

In this study, we use the question for the differences of wage-table between non-restricted standard workers and restricted standard workers as index of heterogeneous/homogeneous HRM system. This question asked employers whether wage-table between non-restricted standard workers and restricted standard workers in his/her company is the same or not. In general, wage of most of standard workers, except elderly persons, in Japanese HRM systems continues increasing as right upwards with the length of service (See figure 2). Also, if its shape is not right upwards, standard workers do not get rise in their pay with the length of service. As we said, restricted standard worker is status as the intersection where typical standard employees and non-standard employees meet, therefore, wage-table of restricted standard workers is not necessarily the same with non-restricted standard workers and restricted standard workers.

Figure 2 Wage-Curve of Typical Standard Workers in Japan (Image)



The analyses in this study have two steps. The first step is describing the situations of restricted and non-restricted standard workers, for example, distribution of homogeneous/heterogeneous HRM, work condition (length of service, income), satisfaction for wage. The second step is regression analyses regarding satisfaction for wage in both HRM. Table 2 shows the averages of working hours and length of service among non-restricted

standard workers, restricted standard workers and non-standard workers. In working hours and length of service, non-restricted standard workers' ones are longer than restricted workers' and non-standard workers' ones are shorter than restricted standard workers, therefore, we can say, even in working hours and length of service, restricted standard worker is status as the intersection where typical standard employees and non-standard employees⁵.

Table 2 Averages of Working Hours and Length of Service

| | Non-Restricted | | | Restricted | | | Non-Standard Workers | | |
|---------------------------|----------------|------|--------|------------|------|--------|----------------------|------|--------|
| | Mean | Min | Max | Mean | Min | Max | Mean | Min | Max |
| Working Hours (Hours) | 44.12 | 7.00 | 100.00 | 42.71 | 6.50 | 100.00 | 32.96 | 3.00 | 100.00 |
| Length of Service (Years) | 13.43 | 0.25 | 44.92 | 11.00 | 0.17 | 42.33 | 7.88 | 0.04 | 50.33 |
| N(Employees) | 739 | | | 476 | | | 2967 | | |

The objective of this paper is to investigate restricted standard workers' satisfaction in homogeneous/heterogeneous HRM. Mainly, we should focus on their satisfaction for wage in this analysis because, as Okunishi (2008) focused, satisfaction for wage must be effected by the diversification of HRM systems and we use heterogeneous/homogeneous HRM indices made by wage-table's uniformity. Using the question for the differences of wage-table between non-restricted standard workers and restricted standard workers, we distinguished heterogeneity and homogeneity in HRM by the sameness/difference of wage-table between non-restricted standard workers and restricted standard workers. Consequently, we set two groups regarding the sameness/difference of wage-table; the group using the same wage-table between them is homogeneous HRM systems, and the group using the different wage-table is heterogeneous HRM systems. After set these groups, we calculated the number of business places using the same wage-table between non-restricted standard workers and restricted standard workers (See Table 3).

Table 3 Distribution of Homogenous/Heterogenous HRM

| | All | | Restricted | | Non-Restricted | |
|-------------------|------|------|------------|------|----------------|------|
| | N | % | N | % | N | % |
| Homogeneous HRM | 654 | 53.8 | 206 | 43.3 | 384 | 52.0 |
| Heterogeneous HRM | 366 | 30.1 | 129 | 27.1 | 237 | 32.1 |
| N.A. | 195 | 16.0 | 141 | 29.6 | 118 | 16.0 |
| N(Employees) | 1215 | | 476 | | 739 | |

⁵ We do mean comparisons afterwards.

Also, we do mean comparisons and independent t-test between restricted and non-restricted standards workers for length of service, personnel income (yearly) and household income (yearly) (See Table 4 and 5). In the results of t-test, personnel income of restricted standard workers is lower than non-restricted workers', that is, the gap of income between them has a significant differences.

Table 4 Mean Comparisons between Restricted and Non-Restricted Standard Workers for their Length of Service (Years), Personnel Income and Household Income in Homogeneous HRM

| | Restricted N=270 | Non-Restricted N=384 | (*1) |
|------------------------------|---------------------|-------------------------|------|
| Length of Service(Years) | 10.61 | 13.55 | ** |
| Personnel Income(Yearly)(*2) | 7.21 | 8.33 | *** |
| Household Income(Yearly)(*2) | 10.12 | 10.19 | |

(*1) *** p < .001, ** p < .005

(*2)Category: 1=Lower than 500 thousand JPY, 2=500 thousands to 1.0 million JPY, 3=1 to 1.5 million JPY, 4=1.5 to 2.0 million JPY, 5=2.0 to 2.5 million JPY, 6=2.5 to 3.0 million JPY, 7=3 to 4 million JPY, 8=4 to 5 million JPY, 9=5 to 6 million JPY, 10=6 to 7 million JPY, 11=7 to 8 million JPY, 12=8 to 9 million JPY, 13=9 to 10 million JPY, 14=10 to 12 million JPY, 15=12 to 15 million JPY, 16=above 15 million JPY

Table 5 Mean Comparisons between Restricted and Non-Restricted Standard Workers for their Length of Service (Years), Personnel Income and Household Income in Heterogeneous HRM

| | Restricted N=129 | Non-Restricted N=223 | (*1) |
|------------------------------|---------------------|-------------------------|------|
| Length of Service(Years) | 12.08 | 12.82 | |
| Personnel Income(Yearly)(*2) | 7.48 | 8.46 | *** |
| Household Income(Yearly)(*2) | 10.19 | 10.13 | |

(*1) *** $p < .001$

(*2)Category: 1=Lower than 500 thousand JPY, 2=500 thousands to 1.0 million JPY, 3=1 to 1.5 million JPY, 4=1.5 to 2.0 million JPY, 5=2.0 to 2.5 million JPY, 6=2.5 to 3.0 million JPY, 7=3 to 4 million JPY, 8=4 to 5 million JPY, 9=5 to 6 million JPY, 10=6 to 7 million JPY, 11=7 to 8 million JPY, 12=8 to 9 million JPY, 13=9 to 10 million JPY, 14=10 to 12 million JPY, 15=12 to 15 million JPY, 16=above 15 million JPY

(*3) Averages of Nonstandard Workers' Income

| | |
|---------------------------|------|
| Personnel Income (Yearly) | 4.19 |
| Household Income (Yearly) | 8.43 |

Additionally, we do mean comparisons and independent t-test between restricted and non-restricted standards workers for satisfaction for work itself (contents, worthwhile), wage and evaluation/treatments (See Table 6 and 7) , it shows that the gaps of satisfaction for wage between restricted and non-restricted standard worker in both homogeneous/heterogeneous HRM have significant differences statistically. Based on the results of Tables and previous research (e.g., Okunishi, 2008), we set workers' satisfaction for wage as dependent variable.

Table 6 Mean Comparisons between Restricted and Non-Restricted Standard Workers on Satisfaction for Work Contents, Wage and Evaluation/Treatment in Homogeneous HRM

| | Restricted N=270 | Non-Restricted N=384 | |
|---------------------------|---------------------|-------------------------|------|
| Work Contents/Work Itself | 3.59 | 3.73 | N.S. |
| Wage | 2.81 | 3.13 | *** |
| Evaluation/Treatment | 2.87 | 2.99 | N.S. |

*** $p < .001$

1=Completely Dissatisfied, 2=Dissatisfied, 3=Neither, 4=Somewhat Satisfied, 5=Satisfied

Table 7 Mean Comparisons between Restricted and Non-Restricted Standard Workers on Satisfaction for Work Contents, Wage and Evaluation/Treatment in Heterogeneous HRM

| | Restricted N=129 | Non-Restricted N=223 | |
|---------------------------|---------------------|-------------------------|------|
| Work Contents/Work Itself | 3.69 | 3.68 | N.S. |
| Wage | 2.87 | 3.12 | + |
| Evaluation/Treatment | 2.93 | 3.05 | N.S. |

+ p < .050

1=Completely Dissatisfied, 2=Dissatisfied, 3=Neither, 4=Somewhat Satisfied, 5=Satisfied

In this analyses, we set the status of each workers as independent variables. We made a dummy variables of status of workers (Restricted standard workers = 1, Non-restricted standard workers = 0). Also, we investigate the effect of sameness of work between non-restricted standard workers and restricted standard workers because, ideally, their job contents should be the same if wage-table is the same with each other in standard employment. From perspective of equality in work arrangement, when one (Mr. A) is restricted his work (and/or working hours, location where he works) and another (Ms. B) is not restricted, then, generally, Ms. B should have more responsibility and/or authority in job and she should be paid more than Mr. A. So, if the job contents of Mr. A is the same with Ms. B, Mr. A feels his wage is unreasonably lower than Ms. B's and his satisfaction for wage might becoming lower. Therefore, we set job homogeneity as one of independent variables. Using the question in survey (Q: Is there anyone who do the same work with you although their employment categories are different from you?), we made a dummy variable of job homogeneity (Yes = 1, No = 0).

Our dependent variable is workers' satisfaction for wage. We asked their satisfaction for wage in questionnaire (1=Completely Dissatisfied - 5=Satisfied). Using these variables, we do regression analyses on satisfaction in homogeneous/heterogeneous HRM (See Table 8 and 9, Descriptive Tables are in Appendix A.1 ~ A.3, Correlations are in Appendix A.4.). In regression analyses, we set sex (female =1, male = 0), age, the length of service at current workplace, education (categorical variables, see under Table 8 and 9), industry (dummy variables; reference group = Public service and others), occupational (dummy variables; reference group = others) as control variables. We have 653 employees in homogeneous HRM and 365 employees in heterogeneous HRM as samples in each regression models.

3-2. Results and Findings

The results by regression analyses are shown in Table 8 and 9. In homogeneous HRM, the status as restricted standard workers has negative effects on satisfaction for wage in each models we use this variable, however, homogenization of job contents has no significant effect on satisfaction for wage. In control variables, Female and/or higher educated workers feel more satisfaction for wage ($p < .001$), in addition, workers who work in long years also feel more satisfaction for wage ($p < .050 \sim p < .100$).

On the other hands, in heterogeneous HRM, although significant level is not so high, the status as restricted and job homogeneity have negative effects on satisfaction for wage. In control variables, workers who work in long years also feel more satisfaction for wage as well as homogeneous HRM.

From these results, we find that, regardless of HRM types, the status as restricted worker has a negative effect on satisfaction for wage, in the other hands, length of service has a positive effect on wage satisfaction in both HRM. And although job homogeneity has no significant effect on satisfaction for wage in homogeneous HRM, job homogeneity has negative effect on satisfaction for wage in heterogeneous HRM.

Table 8 Regression Models for the Effects on Satisfaction for Wage in Homogeneous HRM

| N=653 | Model 1 | Model 2 | Model 3 | Model 4 |
|------------------------------------|----------|----------|----------|----------|
| | β | β | β | β |
| Constant | *** | *** | *** | *** |
| Female | .104 ** | .125 *** | .125 | .123 *** |
| Age | .045 | .047 | .047 | .049 |
| Length of Service (Years) | .098 + | .081 | .097 + | .080 † |
| Education(*2) | .194 *** | .182 *** | .194 *** | .182 *** |
| Industry (Dummy) | | | | |
| Manufacturing | -.001 | -.012 | .002 | -.008 |
| Service | -.074 † | -.078 † | -.072 + | -.076 † |
| Retail | -.038 | -.051 | -.036 | -.048 |
| Infrastructure(Gas, Water) | .073 † | .069 | .073 † | .069 |
| Finance/Insurance | .052 | .053 | .053 | .054 |
| Occupation (Dummy) | | | | |
| Clerical | -.002 | .000 | -.002 | -.029 |
| Sales | -.042 | -.034 | -.044 | .123 |
| Technician | -.006 | -.008 | -.005 | .049 |
| Security | -.056 | -.051 | -.056 | .080 |
| Agriculture | -.072 | -.072 | -.005 | .182 |
| Service | -.059 | -.059 | -.073 † | -.059 |
| Main Variables | | | | |
| Restricted Standard Worker (Dummy) | | -.116 ** | | -.117 ** |
| Job Homogeneity (Dummy) | | | .019 | .023 |
| Adjusted R ² | .065 | .076 | .064 | .075 |

(*1) *** p < .001, ** p < .005, * p < .010, + p < .050, † p < .100

(*2) Final Education: 1=Junior High School, 2=High School, 3=Junior College, 4=Undergraduate, 5=Graduate School

Table 9 Regression Models for the Effects on Satisfaction for Wage in Heterogeneous HRM

| N=365 | Model 1 | Model 2 | Model 3 | Model 4 |
|------------------------------------|---------|---------|---------|---------|
| | β | β | β | β |
| Constant | *** | *** | *** | *** |
| Female | -.018 | .012 | -.006 | .021 |
| Age | -.091 | -.091 | -.084 | -.084 |
| Length of Service | .156 + | .155 + | .146 + | .146 † |
| Education(*2) | .089 | .082 | .084 | .077 |
| Industry (Dummy) | | | | |
| Manufacturing | -.027 | -.033 | .011 | .003 |
| Service | .016 | .016 | .065 | .063 |
| Retail | -.041 | -.043 | -.002 | -.006 |
| Infrastructure(Gas, Water) | -.066 | -.067 | -.055 | -.057 |
| Finance/Insurance | -.002 | .004 | .038 | .042 |
| Occupation (Dummy) | | | | |
| Clerical | -.038 | -.018 | -.035 | -.046 |
| Sales | -.091 | -.050 | -.086 | -.084 |
| Technician | -.043 | -.089 | -.049 | -.053 |
| Security | -.056 | -.047 | -.047 | -.055 |
| Agriculture | .069 | -.063 | .074 | .064 |
| Service | -.057 | -.050 | -.051 | -.046 |
| Main Variables | | | | |
| Restricted Standard Worker (Dummy) | | -.099 † | | -.092 † |
| Job Homogeneity (Dummy) | | | -.102 † | -.096 + |
| Adjusted R ² | .009 | .015 | .016 | .021 |

(*1) *** p < .001, ** p < .005, * p < .010, + p < .050, † p < .100

(*2) Final Education: 1=Junior High School, 2=High School, 3=Junior College, 4=Undergraduate, 5=Graduate School

4. Discussion and Conclusion

4-1. Discussion and conclusion

We found in this study that (i) the status as restricted standard worker has a negative effect on satisfaction for wage in both homogenous and heterogeneous HRM. We interpreted by the results (i) that appropriate treatment for restricted standard workers have not formed in Japan. From this result, though in terms of concept idea, as pointed out figure1, diversified working style tend to be encouraged and maintained under keeping status of standard employment by introducing restricted standard workers, in reality, it can be said that diversity of way of working is not necessarily encouraged by merely introducing restricted standard workers.

Also, we found that (ii) in heterogeneous HRM, when wage-table is different between restricted standard workers and non-restricted standard workers despite there is job homogeneity among each employment in the same workplace, then job homogeneity has a negative effect on satisfaction for restricted standard workers. From this result, employers should consider to do wage management corresponding to distribution and assignment of work in hetero-HRM.

From t-tests and regression analyses, restricted standard workers are not satisfied with wage. However, in our empirical research conducted in 2011 and 2012⁶, restricted standard workers accept current situation positively in following three cases. First, restricted standard workers have many opportunities for internal promotion. From these findings, it might imply following interpretation. Based on our empirical research, we suppose one important factor is to spread opportunities of internal career development for expanding possibilities of increasing wage level of restricted standard workers. In the case of some companies, with company's challenge for promoting participation of women, female restricted standard workers get more opportunities for career development than before and not only their monthly wage are risen but also their motivation and satisfaction for work are also improved as a result. These female restricted standard workers accept their current situations positively. It implies the form of internal career path is related to satisfaction for restricted standard workers.

Second, workers become restricted standard workers through company's promoting program from non-standard workers to restricted standard ones. Because workers who become restricted standard workers through company's promoting program get higher employment stability and wage than before, workers are satisfied with current situation. It implies the way of becoming restricted standard workers is related to satisfaction for restricted standard workers.

Third, restricted standard workers work with non-restricted standard workers who experienced a lot of transferring work location in his or her internal career. Because restricted

⁶ Detailed report published in JILPT(2013) and Nishimura(2015)

standard workers often experience the event of transferring of non-restricted standard workers, they feel the difficulties of transferring and are attracted to the restriction of their work locations. According to our empirical research⁷, restricted standard worker has less opportunity for redeployment with need for changing residence, which non-restricted standard workers always face. And restricted standard workers enjoy peace of mind by this fact. It assume that because restricted standard workers few risks of redeployment than non-restricted one, restricted standard worker can easily design his or her life planning within certain community than non-restricted one. From this case, we supposed that although restricted standard workers get less amount of wage than non-restricted standard workers, they accept their amount of wage positively in exchange for enjoying their daily life. It implies comparative target that restricted standard workers compare themselves with is related to satisfaction for restricted standard workers.

In discussion about these interpretations, we also have to pay attention about each worker's career perspectives and reasons why they choose to work as restricted standard workers, of course. Discussing based on Figure 1 showing two stabilities; one is the stability of employment and term, another is the stability of job contents and work location, the factor determining satisfaction as restricted standard workers might be depended on worker's perspective. For instance, if the person has more importance of stability of employment, he/she may accepts heterogeneous HRM even though he/she remains unconvinced with heterogeneous, also, if the person has more importance of stability of job contents or work location, then he/she may be more satisfied.

In conclusion, from t-tests and regression analyses, restricted standard workers now are not satisfied with wage, but from our empirical research they are not necessarily dissatisfied with his/her wage in particular cases. Therefore, we should have to shed light on other factors such as job content, career path both in way of hiring or internal promotion, restricted standard workers' perspective and expectation of work, and so on.

4-2. Limitations and Future Direction

We found new findings in new movement of Japanese employment systems, however, we have some limitations in this paper, of course. First, we have to pay attention for comparative targets that restricted standard workers compare their wage with. Based on the theory of relative deprivation (e.g. Crosby, 1982), person tends to compare himself or herself with colleagues who is working in the same and/or neighbor workplace, therefore, there is the possibility that restricted standard workers may compare themselves with nonstandard workers in the same/neighbor workplaces. Second, this study has not considered the

⁷ Detailed report published in JILPT (2013)

diversification of restricted standard workers. We should divide restricted standard workers into some types based on kind of contents, e.g. job content, work locations, working hour. And we also have to pay attention to restricted standard workers' perspective and expectation. Third, we have to rethink on the definition of heterogeneous and homogeneous HRM. We use wage-table as indices of heterogeneous/homogeneous because of the limitation of our dataset, however, we can measure heterogeneous/homogeneous with other indices in future survey.

Although we have some limitations in this study, we believe this study sheds light on new movement of Japanese employment systems. Undoubtedly, the population of restricted standard workers is increasing in Japan in near future, and this research contributes to future research. This study is the first step to discuss that issue.

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Appendix

Table A.1. Descriptive Table (All Sample)

| | N | Min | Max | Mean | S.D |
|-------------------------------------|------|------|-------|-------|-------|
| Restricted Standard Workers (Dummy) | 1215 | 0 | 1 | 0.39 | 0.49 |
| Female | 1215 | 0 | 1 | 0.38 | 0.49 |
| Age | 1215 | 18 | 69 | 38.47 | 10.62 |
| Education (Dummy) | | | | | |
| Junior High School | 1215 | 0 | 1 | 0.01 | 0.11 |
| High School | 1215 | 0 | 1 | 0.27 | 0.44 |
| Junior College | 1215 | 0 | 1 | 0.18 | 0.39 |
| Undergraduate | 1215 | 0 | 1 | 0.50 | 0.50 |
| Graduate | 1215 | 0 | 1 | 0.04 | 0.19 |
| Length of Service | 1215 | 0.17 | 44.92 | 12.47 | 9.52 |
| Industry (Dummy) | | | | | |
| Manufacturing | 1215 | 0 | 1 | 0.20 | 0.40 |
| Service | 1215 | 0 | 1 | 0.14 | 0.35 |
| Retail | 1215 | 0 | 1 | 0.09 | 0.29 |
| Infrastructure | 1215 | 0 | 1 | 0.03 | 0.17 |
| Finance/Insurance | 1215 | 0 | 1 | 0.08 | 0.26 |
| Others | 1215 | 0 | 1 | 0.45 | 0.50 |
| Occupation(Dummy) | | | | | |
| Clerical | 1215 | 0 | 1 | 0.43 | 0.49 |
| Sales | 1215 | 0 | 1 | 0.06 | 0.23 |
| Technician | 1215 | 0 | 1 | 0.06 | 0.24 |
| Security | 1215 | 0 | 1 | 0.01 | 0.10 |
| Agriculture | 1215 | 0 | 1 | 0.01 | 0.08 |
| Service | 1215 | 0 | 1 | 0.03 | 0.18 |
| Others | 1215 | 0 | 1 | 0.03 | 0.18 |
| Job Homogeneity(Dummy) | 1215 | 0 | 1 | 0.38 | 0.49 |
| Wage Satisfaction | 1215 | 1 | 5 | 3.01 | 1.24 |

Table A.2. Descriptive Table (Restricted Standard Workers)

| | N | Min | Max | Mean | S.D |
|--------------------------|----------|------------|------------|-------------|------------|
| Female | 476 | 0 | 1 | 0.53 | 0.50 |
| Age | 476 | 18 | 69 | 38.10 | 11.45 |
| Education (Dummy) | | | | | |
| Junior High School | 476 | 0 | 1 | 0.01 | 0.09 |
| High School | 476 | 0 | 1 | 0.30 | 0.46 |
| Junior College | 476 | 0 | 1 | 0.25 | 0.43 |
| Undergraduate | 476 | 0 | 1 | 0.42 | 0.49 |
| Graduate | 476 | 0 | 1 | 0.02 | 0.15 |
| Length of Service | 476 | 0.17 | 42.33 | 11.00 | 9.19 |
| Industry (Dummy) | | | | | |
| Manufacturing | 476 | 0 | 1 | 0.16 | 0.37 |
| Service | 476 | 0 | 1 | 0.14 | 0.35 |
| Retail | 476 | 0 | 1 | 0.07 | 0.25 |
| Infrastructure | 476 | 0 | 1 | 0.02 | 0.15 |
| Finance/Insurance | 476 | 0 | 1 | 0.08 | 0.27 |
| Others | 476 | 0 | 1 | 0.52 | 0.50 |
| Occupation(Dummy) | | | | | |
| Clerical | 476 | 0 | 1 | 0.43 | 0.50 |
| Sales | 476 | 0 | 1 | 0.03 | 0.17 |
| Technician | 476 | 0 | 1 | 0.06 | 0.24 |
| Security | 476 | 0 | 1 | 0.02 | 0.13 |
| Agriculture | 476 | 0 | 1 | 0.00 | 0.06 |
| Service | 476 | 0 | 1 | 0.04 | 0.19 |
| Others | 476 | 0 | 1 | 0.03 | 0.16 |
| Job Homogeneity(Dummy) | 476 | 0 | 1 | 0.45 | 0.50 |
| Wage Satisfaction | 476 | 1 | 5 | 2.83 | 1.23 |

Table A.3. Descriptive Table (Non-Restricted Standard Workers)

| | N | Min | Max | Mean | S.D |
|--------------------------|----------|------------|------------|-------------|------------|
| Female | 739 | 0 | 1 | 0.29 | 0.45 |
| Age | 739 | 18 | 69 | 38.71 | 10.04 |
| Education (Dummy) | | | | | |
| Junior High School | 739 | 0 | 1 | 0.01 | 0.12 |
| High School | 739 | 0 | 1 | 0.25 | 0.43 |
| Junior College | 739 | 0 | 1 | 0.14 | 0.35 |
| Undergraduate | 739 | 0 | 1 | 0.54 | 0.50 |
| Graduate | 739 | 0 | 1 | 0.05 | 0.21 |
| Length of Service | 739 | 0.25 | 44.92 | 13.43 | 9.62 |
| Industry (Dummy) | | | | | |
| Manufacturing | 739 | 0 | 1 | 0.23 | 0.42 |
| Service | 739 | 0 | 1 | 0.15 | 0.35 |
| Retail | 739 | 0 | 1 | 0.11 | 0.31 |
| Infrastructure | 739 | 0 | 1 | 0.04 | 0.19 |
| Finance/Insurance | 739 | 0 | 1 | 0.07 | 0.26 |
| Others | 739 | 0 | 1 | 0.40 | 0.49 |
| Occupation(Dummy) | | | | | |
| Clerical | 739 | 0 | 1 | 0.42 | 0.49 |
| Sales | 739 | 0 | 1 | 0.07 | 0.26 |
| Technician | 739 | 0 | 1 | 0.06 | 0.23 |
| Security | 739 | 0 | 1 | 0.01 | 0.07 |
| Agriculture | 739 | 0 | 1 | 0.01 | 0.08 |
| Service | 739 | 0 | 1 | 0.03 | 0.18 |
| Others | 739 | 0 | 1 | 0.04 | 0.19 |
| Job Homogeneity(Dummy) | 739 | 0 | 1 | 0.34 | 0.47 |
| Wage Satisfaction | 739 | 1 | 5 | 3.13 | 1.23 |

Table A.4. Correlations

| | ① Female | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | ⑧ | ⑨ | ⑩ |
|--------------------------------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|----------|-----------|-----------|
| ②Age | -.091 ** | | | | | | | | | |
| ③Length of Service | -.158 *** | .638 *** | | | | | | | | |
| ④Junior High School | -.027 | .069 * | .013 | | | | | | | |
| ⑤High School | .075 ** | .181 *** | .175 *** | -.068 + | | | | | | |
| ⑥Junior College | .258 *** | .037 | .014 | -.053 † | -.290 *** | | | | | |
| ⑦Undergraduate | -.233 *** | -.191 *** | -.142 *** | -.111 *** | -.604 *** | -.471 *** | | | | |
| ⑧Graduate | -.074 * | -.036 | -.072 + | -.022 | -.120 *** | -.093 ** | -.194 *** | | | |
| ⑨Manufacturing | -.049 † | .022 | .102 *** | .055 † | .019 | -.098 ** | .060 + | -.034 | | |
| ⑩Service | -.020 | -.027 | -.048 † | -.025 | .030 | .023 | -.036 | -.006 | -.207 *** | |
| ⑪Retail | -.054 † | -.037 | .037 | -.036 | .028 | -.006 | -.011 | -.003 | -.162 *** | -.131 *** |
| ⑫Infrastructure | -.054 † | -.020 | .044 | -.020 | .008 | -.037 | .030 | -.010 | -.091 ** | -.074 * |
| ⑬Finance/Insurance | .043 | -.069 + | -.017 | -.032 | -.041 | -.032 | .090 ** | -.056 † | -.145 *** | -.117 *** |
| ⑭Others | .072 + | .071 + | -.070 + | -.010 | -.036 | .099 ** | -.068 + | .069 + | -.453 *** | -.368 *** |
| ⑮Clerical | .311 *** | -.224 *** | -.152 *** | -.081 ** | -.028 | -.029 | .096 ** | -.081 ** | .006 | -.008 |
| ⑯Sales | -.135 *** | -.055 † | -.014 | -.027 | -.069 + | -.043 | .105 *** | -.010 | .017 | -.040 |
| ⑰Technician | -.107 *** | -.009 | .004 | .129 *** | .204 *** | -.084 ** | -.126 *** | -.050 † | .268 *** | -.054 † |
| ⑱Security | -.079 ** | .039 | -.039 | .064 + | .033 | -.005 | -.032 | -.020 | -.030 | .172 *** |
| ⑲Agriculture | -.038 | -.026 | -.002 | -.009 | .003 | -.008 | -.032 | .100 *** | -.038 | .031 |
| ⑳Service | .008 | -.030 | -.069 * | .020 | .098 ** | .015 | -.088 ** | -.037 | -.096 ** | .102 *** |
| ㉑Others | .003 | .049 | -.043 | .185 *** | .019 | .005 | -.048 † | -.037 | -.015 | .014 |
| ㉒Restricted Standard Worker(D) | .244 *** | -.028 | -.125 *** | -.029 | .057 + | .127 *** | -.121 *** | -.059 + | -.079 ** | -.007 |
| ㉓Job Homogeneity | .101 *** | -.030 | -.058 + | .050 † | .002 | .096 ** | -.096 ** | .024 | -.067 + | .004 |
| ㉔Satisfaction for Wage | .013 | .036 | .100 *** | -.025 | -.094 ** | -.083 ** | .130 *** | .062 + | .009 | -.044 |

*** p < .001, ** p < .005, * p < .010, + p < .050, † p < .100

Table A.4. Correlations (Cont.)

| | ⑪Retail | ⑫ | ⑬ | ⑭ | ⑮ | ⑯ | ⑰ | ⑱ |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|----------|---------|---------|
| ⑫Infrastructure | -.058 * | | | | | | | |
| ⑬Finance/Insurance | -.092 ** | -.051 † | | | | | | |
| ⑭Others | -.287 *** | -.161 *** | -.257 *** | | | | | |
| ⑮Clerical | -.013 | .007 | .118 *** | -.055 † | | | | |
| ⑯Sales | .215 *** | -.003 | .078 ** | -.149 *** | -.212 *** | | | |
| ⑰Technician | -.009 | -.026 | -.072 + | -.122 *** | -.218 *** | -.062 + | | |
| ⑱Security | -.032 | -.018 | -.029 | -.056 † | -.086 ** | -.025 | -.025 | |
| ⑲Agriculture | .013 | -.014 | -.022 | .019 | -.066 + | -.019 | -.019 | -.008 |
| ⑳Service | -.014 | -.034 | -.020 | .011 | -.163 *** | -.046 | -.048 † | -.019 |
| ㉑Others | .003 | .019 | .033 | -.039 | -.161 *** | -.046 | -.047 | -.019 |
| ㉒Restricted Standard Worker(D) | -.071 * | -.038 | .012 | .114 *** | .009 | -.095 ** | .010 | .056 † |
| ㉓Job Homogeneity | -.049 † | .004 | -.015 | .091 ** | -.036 | -.011 | .014 | .041 |
| ㉔Satisfaction for Wage | -.053 † | .071 * | .048 † | .005 | .040 | -.025 | -.070 + | -.055 † |

*** p < .001, ** p < .005, * p < .010, + p < .050, † p < .100

| | ⑲Agriculture | ⑳ | ㉑ | ㉒ | ㉓ |
|--------------------------------|--------------|----------|-------|-----------|-----------|
| ⑳Service | -.014 | | | | |
| ㉑Others | -.014 | -.035 | | | |
| ㉒Restricted Standard Worker(D) | -.017 | .005 | -.038 | | |
| ㉓Job Homogeneity | -.038 | .036 | .030 | .108 *** | |
| ㉔Satisfaction for Wage | -.027 | -.075 ** | -.031 | -.116 *** | -.039 *** |

*** p < .001, ** p < .005, * p < .010, + p < .050, † p < .100