外国語要旨

学位論文題目：Analysis on Full-Time Young Employees' Motivation to Stay in Their Jobs
- Examining in the Context of Internal Personnel Practices
Surrounding Young Professionals –

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With focus on the factors that affect full-time young employees' motivation to stay in their jobs in the same companies, this paper pays special attention to such young employees' '*sense of not being able to foresee their future*' and also aims to analyze the effects of both internal and external factors associated with human resource management, as well as employment conditions such as salaries.

Based our analysis upon Becker's human capital theory, we looked into personnel management and various variables of human resource management, while exploring the effects of salaries as means of internal rewards as well as a motivation to stay in their jobs. We paid special attention on how motivation is affected by various factors, including personnel systems, young people's career consciousness at work, line-managers' management, job characteristics, working environment and work evaluation, when they still receive human capital investments under Japanese-style employment practices, such as long-term employment and seniority wages.

For that reason, we also attempted to leverage the aspects of human resource management theory, besides the human capital theory, in order to find out how private companies, while pursuing their maximization of profits, can excute the personnel management that would help motivate young people to work. In an effort to discuss human behaviors within organizations, we also analyzed full-time young professionals' motivation to work under the framework of interdisciplinary research.
We used secondary analysis approach with individual data such as 'Employee Research' and 'Corporate Research' provided by the Center for Social Research and Data Archives (SSJ) Data Archive, Institute of Social Science, The University of Tokyo, and The Japan Institute for Labour Policy and Training (JILPT).

The structure of this paper is as follows. Chapter 1 gives an overview of socioeconomic backgrounds surrounding full-time young professionals. Chapter 2 aims to theoretically examine young peoples' working behaviors including their patterns of leaving their work, personnel management and variables in human resource management theory from the perspective of human capital theory. Surveys were also carried out for earlier studies in this research field. Chapter 3 lays out our research methods, assumptions and conceptual diagrams. Chapter 4 through Chapter 7 include the details and results of our empirical analyses. The main findings and examinations of those empirical analyses are

laid out in the final chapter.

Although early job-quitting by young employees has continued to pursist since the 1990's, we succeeded in gaining certain insights on why young employees hold a sense of '*not being able to foresee their future*', and how that will affect their motivation to stay in their jobs. Salaries by means of internal monetary reward contributed in improving young employees' motivation to stay in their jobs. From the perspective of personnel management and human resource management theory, we found out that various internal and external factors have related to their motivation, including intra-firm systems, workplace characteristics, job descriptions, human relationships, employment conditions, evaluation systems and their career consciousness.

Young people tend to hold strong desires to '*foresee their future*' due to many concerns and uncertainties over their future, because they are still in early years of their career development together with their insufficient knowledge and experience. This young people' sense of urgency may be causing them exhaustion, worsening their abilities to foresee their future. What young people rather need to do is to think how to draw up and connect their past, present and future careers, in order to find 'solutions' under this uncertainty of '*not being able to foresee their future*'. It would be very chellenging for young people to achieve that just by themselves. Thus, we consider it vital for company personnel, line-managers and senior associates to shape their thoughts on young employees' career development and their cultivation, and on such support systems as working styles and evaluation systems.

Our efforts to improve current situations, where young employees quit their jobs early as a result of their lost hope for their future from exhaustion in their work environments, must be made to help them take their first steps toward being productive members of society.