

外国語要旨

学位論文題目：The adaptation of young overseas workers to Japanese employment system and their career development: Cases of Asian workers who graduated from Japanese universities and are on managerial track

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Although the number of foreign workers is increasing in Japanese companies in recent years, it has been reported that they have problems when they try to adapt themselves to their companies. The purpose of this paper is to study how the Asian workers who graduated from Japanese universities adapt themselves to the Japanese employment system, when they are hired on the managerial track, and how they develop their career in their companies.

From the survey of early literature, two reasons were found for the sense of incongruity that overseas employees feel against Japanese companies. One is the attitudes of Japanese companies that expect these Asian workers to work similarly as the Japanese workers, and expect them not to work as overseas workers. The other is the institution and culture which Japanese companies have had for a long period. It has been cleared that among the international workers in Japanese companies, those who are less satisfied with the working environments are mostly those on the managerial track and female workers. From these issues, I have posed four research questions as follows, focusing on the issue that the jobs in Japanese companies are not restricted to specific areas, and also the issue of gender inequality. I have used Berry's Acculturation strategy (Berry 1997) as the frame of analysis which has theorized the cultural identity of immigrants and its relationship with dominant people in the society.

Research Question 1

When the Asian workers are assigned to their first job, how do they change their recognition of their work and how do they develop their career?

Research Question 2

When the Asian workers experience the change of their post for the first time, how do they change their recognition of their work and how do they develop their career?

Research Question 3

When the Asian workers are moved to their home country's post, how do they change their recognition of their work and how do they develop their career?

Research Question 4

How do female Asian workers change their recognition of their work and how do they develop their career, when they are in gender unequal work environment?

In order to solve these research questions, the author held an interview with 11 Asian workers, who are graduates of Japanese universities and currently on managerial track. The author analyzed the results with M-GTA method which is appropriate for making hypotheses based on these data.

For research question 1, the interview data of those who are first and second year workers were analyzed, and the way of job assignment was focused upon. The analysis indicates that some workers adapt themselves to the working environment smoothly, but in those cases where they do not do desk work or when they cannot make use of their ability as international workers, they show great dissatisfaction with the situations. There are two cases which show great dissatisfaction after the first assignment. One case showed improvement later, but the other did not. When they were compared, it became clear that the workers became satisfied with the situation and kept on working when they were treated with great care and were given a long term outline of human resource development.

For research question 2, among seven workers who changed their assignment three or four years after their first assignment, the author compared four cases who continued their job and three cases who quit the job. The analysis indicates that the new assignment did not lead to their resignation, if the workers had trust in the company with the warm acceptance of their colleague and the warm guidance of their superiors. On the contrary, when the workers were not well accepted and not satisfied with their situations, they resigned their job even after the change of assignments.

For research question 3, the author deals with two cases when they were hired by small or medium-size companies and assigned to their home countries. Although they work in their home countries, they are obliged to adapt their new situation which is the base of Japanese companies, and they have to work under Japanese male superiors and they feel they are inexperienced and it takes a long time to join the management actively.

For research question 4, the author analyzed the data of female workers and their career development through the standpoint of gender. It was found that female workers are expected to

behave based upon Japanese gender roles, and to work for a long time as Japanese full time workers, and they feel that it is very difficult for them to get married and have a family.

These analyses lead to the following conclusions. Most of the Asian workers who are graduates of Japanese universities get their work in Japanese companies expecting to do international job, but they are treated with the framework of Japanese career development process. It is often the case that they are first assigned to the job in which they cannot play an active role as international personnel, and also they sometimes feel their skill come to nothing when they have to change their assignment. But when their work performance becomes worse, whether they will make a fresh start accepting their conditions or they lose their incentive to work more would be the turning point whether they will continue their work or not. On the other hand, when the Asian workers are assigned to their home country, they are considered to be local workers and they cannot join the companies' transactions which are conducted only by Japanese workers. But when they become familiar with the ways of Japanese business and their home country, they become able to join the transactions.

When these results are analyzed with Berry's acculturation strategy, Asian workers in Japanese companies will not develop their career, if they do not accept Japanese companies' assimilation pressure and if they do not work similarly as Japanese workers. But when the process of assimilation goes further, they can make use of their ability as international workers and go to the next step. When they are assigned to their home country, they experience assimilation, and will be integrated to the companies after the process of marginalization. In both cases, they will not go direct from the stage where they first enter the society, to the stage of integration which Berry thinks to be ideal situation of multi-cultural society, but they go to the stage of integration after the process of assimilation.