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研究課題名(和文) Happiness in Global Companies: Comparative Enablers and Impact on Performance

研究課題名(英文) Happiness in Global Companies: Comparative Enablers and Impact on Performance

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研究成果の概要(和文)：この研究は、従業員の主観的幸福を可能にする要因と、日本とフランスの企業業績に対する従業員の主観的幸福の影響を明らかにすることを目的とした。質的・量的分析法を使用し、企業的美徳が両方グループの主観的な幸福と仕事の成果にプラスの影響を与えることを確立しました。しかし、この2グループでは、組織美徳に関する概念が異なり、主観的な幸福に対する文化的な影響が明らかになった。日本人の従業員の場合、主観的幸福が組織的美徳行動と職務業績との関係に部分的に媒介効果を与えた、また、自己達成と人間関係が職務特性と主観的幸福の間の最も強い媒仲介的影響を示した。

研究成果の学術的意義や社会的意義

Culture was revealed to be a new factor explaining differences in how organizational virtuousness (OV) is considered. Evidence of positive associations of OV with subjective well-being and job performance was found. However, firms must consider cultural inclinations when influencing performance.

研究成果の概要(英文)：This research aimed to clarify the enabling factors of employees' subjective well-being, and the impact of subjective well-being on firm performance on Japanese and French firms. Using qualitative and quantitative analysis, we established that corporate virtue positively affects subjective well-being and job performance for both groups. However, these two groups were found to have different conceptualizations of organizational virtuousness, suggesting cultural effects on subjective well-being.

We observed a partial mediation effect of subjective well-being on the relationship between organizational virtuousness and job performance for Japanese workers only. This indicates that in Japan subjective well-being is comparatively more important since it complements organizational virtuousness to positively affect job performance,

For Japanese employees, we found self-accomplishment and relatedness displayed the strongest mediating influences between job task characteristics and well-being.

研究分野：経営

キーワード：Subjective well-being Culture Job performance Japan France

## 1 . 研究開始当初の背景

Changes in both demographic and economic contexts in Japan call for a reassessment of the relation between organizational performance and individual well-being. Japan experienced rapid growth after the war, and with it came the worry of overpopulation for policymakers in the 1950s and 1960s (Tadokoro, 2014). The situation is now reversed with stagnant growth and demographic decline. The Japanese population is today facing the dual problem of ageing and low birth rate, leading to its drop. Lifetime employment and seniority-based promotion had allowed mainly large Japanese companies to attract new employees or retain existing employees in Japan (Babcock, 1996) in the past. Small and medium enterprises, and large companies need to find other incentives to attract and retain a talented labor force from in and outside of Japan.

Another instrument leading potentially to higher performance and employee retention – subjective well-being – has emerged in recent research. Hence, the antecedents of well-being are important for companies in today’s Japan if they want to remain attractive by complementing lifetime employment and seniority-based promotion with employee well-being. Also, the importance of subjective well-being in the workplace has been demonstrated by showing its positive influence in the workplace on such measures as productivity, job performance, retention, sociability, and physical health (Lyubomirsky et al., 2005).

Previously, our research team identified the sources and impact of subjective well-being on Japanese companies in a previous Grant-in-Aid (Challenging Exploratory Research #26590066) project. It defined the concept of subjective well-being in Japanese corporations, and revealed the mediating effect of job satisfaction on the relationship between job task characteristics and subjective well-being (Magnier-Watanabe, Uchida, Orsini, and Benton, 2016).

We have also found that organizational virtuousness, which refers to the ideal state of excellence in organizational character (Bright et al., 2006), is a rather recent concept that has received little attention by researchers for its impact on subjective well-being and job performance. Using measures such as optimism, trust compassion, integrity, and forgiveness in organizations, our research team uncovered the positive effect of organizational virtuousness on subjective well-being in Japanese and French companies (Magnier-Watanabe, Uchida, Orsini, and Benton, 2015). However, results did show that Japanese and French employees have different conceptualizations of organizational virtuousness, suggesting that companies must tailor their virtue-building activities based on the local culture. Additionally, subjective well-being was noted to be comparatively more important in Japan since it acts in complement to organizational virtuousness to positively affect job performance, while in France, only organizational virtuousness counts as a source of job performance

However, in practice, companies may not always link subjective well-being with job performance. Indeed, in an interview conducted by the present research team with the HR director of a large French automotive manufacturing company, it was found that while the company regularly assesses its employee stress levels and periodically compiles detailed performance indicators through employee performance evaluation, it has not directly looked at the possible relationships between the two (Magnier-Watanabe, Uchida, Orsini, and Benton, 2016).

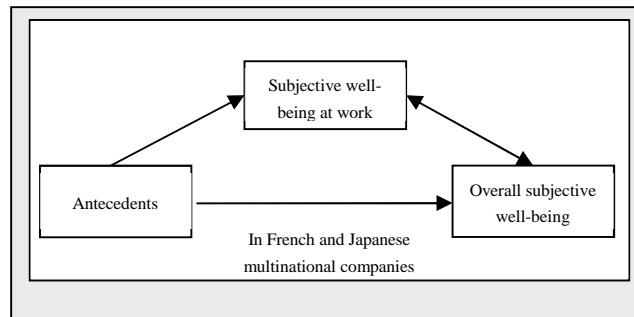
## 2 . 研究の目的

With this Grant-in Aid project we extended our previous findings with an exploratory research of factors other than organizational virtuousness from a cross-cultural perspective by comparing subjective well-being and its antecedents in Japanese and French companies.

As research on subjective well-being is still in the initial stages in Japan, we undertook an exploratory stance to our investigation. Exploratory research addresses understudied concepts and issues and its “purpose is to shed light upon a topic that has not yet been described in detail and is likely to be poorly understood at the level of theoretical explanation” (Sim, J., Wright, C., 2000).

As shown in Figure 1 below, we investigated 1) the factors that affect subject well-being at work and in life in general 2) the effect of subject well-being at work and on overall subjective well-being in life, and 3) cultural differences in predictors of subjective-well-being.

Figure 1: Assessment of Predictors of Subject Well-being and Company Performance across Cultures (Japanese and French)



### 3 . 研究の方法

We conducted both qualitative and quantitative analysis of the predictors of subjective well-being and their effects in Japan and France, based on the following steps.

**Step 1)** We reviewed literature on the antecedents of subjective well-being focusing on the French and Japanese cultural contexts to develop hypothetical models;

**Step 2)** We undertook two stages of exploratory qualitative research, based on in-depth, semi-structured interviews of 30 employees of Japanese and French companies, to uncover antecedents of subjective well-being, with findings of the first stage being incorporated in the second stage. We aimed to find the antecedents of subjective well-being at work for Japanese and French employees beyond those few identified in Europe and US-centric research.

During the interviews, the critical incident technique (Flanagan 1954) was used to gather examples of concrete work situations in which the respondents experienced or perceived potential antecedents of well-being at work. In brief, the critical incident technique “ is a is a tool used in qualitative research that can capture the complexity of job behavior in terms of the job's social context.” (Stitt-Gohdes, Lambrecht, Redmann (2000).

The interviewees were asked to freely consider their own work experience and perceptions with regards to the antecedents of their subject well-being at work and lives without prompting by the researchers. This allowed for the gathering of a wide range of perceived antecedents or predictors of subjective well-being.

The interviews were then transcribed using tape recordings of the interviews. Next, the interviewers separately compiled all critical incidents into categories, keeping in mind the conceptual framework outlined in the introduction. If an incident could not be placed into the existing framework, a new category was created. The independent categorization judgments of the three interviewers were then compared, revealing agreement on approximately 80% of the critical incidents. Categorization was then discussed and adjusted until full consensus was reached on which incident belonged to which category.

Integrating the findings of our qualitative, in-depth interviews and review of literature, we found 106 factors that we grouped into the following 17 higher-order factors, shown in Table 1 below.

Table 1: Higher-order Factors of Subjective Well-being

Higher-Order Factors Identified for Subjective Well-being at Work			
1	Meaning/significance of work	10	Job evaluation
2	Autonomy regarding work	11	Remuneration
3	Flexibility in work schedule	12	Organizational personality: stable, risk-taking, etc.)
4	Characteristic of work itself	13	Company that has good social standing, matches social norms
5	Interpersonal relationships	14	Professional vocation
6	Learning opportunities at work	15	Winning company of the moment
7	Organizational culture	16	High-performance company
8	Diversity at work	17	Fringe benefits
9	Office physical environment		

**Step 3)** We developed a quantitative questionnaire based on the findings of qualitative, in-depth interviews.

The quantitative questionnaire was developed in both the Japanese and French languages by the research team which includes native speakers of both languages, and included the following sections.

- 1) Respondent Profiles (gender, age, education, employment type, position, number of reports, industry, number of employees of company)
- 2) Perception of their current job with regards to the 106 factors found in the qualitative, in-depth interviews. The respondents were asked to rate their perception based on a 5-point Likert scale.
- 3) Perception of their ideal job with regards to the 106 factors found in the qualitative, in-depth interviews. The respondents were asked to rate their perception based on a 5-point Likert scale.
- 4) Rating of respondents positive and negative experience at work over the last 4 weeks on 12 items using the Scale for Positive and Negative Experience developed by Diener et al. (2009). The respondents were asked to rate their response on a 5-point Likert scale.
- 5) Rating of respondents positive and negative life experience over the last 4 weeks on 12 items using the Scale for Positive and Negative Experience developed by Diener et al. (2009). The respondents were asked to rate their response on a 5-point Likert scale.
- 6) Rating of how satisfied respondents were with their current job (5 metrics) based on the Satisfaction with Life Scale developed by Diener, et al. (1985). The respondents were asked to rate their perception based on a 7-point Likert scale.
- 7) Rating of how satisfied respondents were with their life (5 metrics) based on the Satisfaction with Life Scale developed by Diener, et al. (1985). The respondents were asked to rate their perception based on a 7-point Likert scale.

**Step 4)** Using the questionnaire described in Step 3 above, we conducted a web-based survey of 400 Japanese and 400 French employees.

We are analyzing the quantitative data using the following statistical tools.

- 1) Descriptive statistics
- 2) Factor analyses to ensure that the questions displayed highest loadings on the intended constructs and to assess discriminant validity
- 3) Correlation analyses to determine correlation between factors and to avoid multicollinearity
- 4) Regression analyses to determine the factors that predict the subjective well-being at work and life, and positive and negative experience at work at life
- 5) Structural equation modelling, which “is a multivariate statistical analysis technique that is used to analyze structural relationships. This technique is the combination of factor analysis and multiple regression analysis, and it is used to analyze the structural relationship between measured variables and latent constructs.” (StatisticsSolutions)

#### 4 . 研究成果

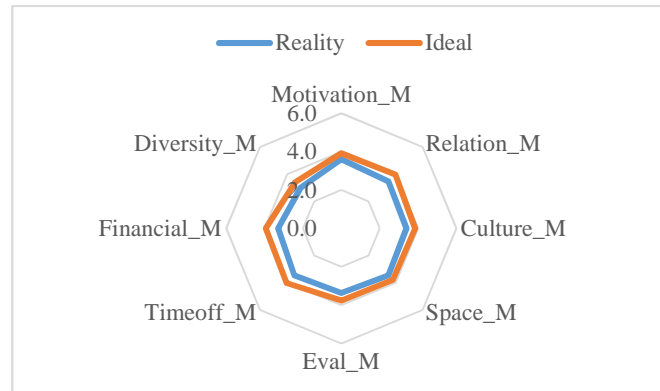
We are now undertaking final analyses and are preparing for publication of our results at international conferences and peer-reviewed academic journals. At this time, we can share the following insights on Japanese respondents..

1. Factor analysis confirmed the following eight factors from our original list of 106 variables of work characteristics.
  - Motivating work
  - Work relationships,
  - Culture at work
  - Work environment
  - Performance evaluation
  - Ability to take time off from work
  - Financial benefits
  - Diversity at work

Factor analyses also confirmed the constructs of positive work experience ((SPANE-P) and negative work experience (SPANE-N), and satisfaction with one’s work (SWLS-work).

#### 2. Descriptive Statistics

Figure 2: Descriptive Statistics for Japanese Respondents



### 3. Predictors of Subjective Well-being at work for Japanese Respondents

Regression analyses next identified which of the 8 possible antecedents are indeed predictors of subjective well-being at work, separately examining their relationships with SPANE-P, SPANE-N, and SWLS-work. The explanatory power of the overall structural model was evaluated based on the amount of variance in the dependent constructs for which the model could account, and our results show the following (Figure 3).

- Positive work experience is significantly affected by work relationships, work evaluation, and work diversity.
- Negative work experience is significantly affected by work diversity and workspace.
- Satisfaction with one's work is significantly affected by work motivation.

Figure 3: Significant Predictors of Subjective Well-being at Work

SWBW	Significant predictors
SPANE-P (R <sup>2</sup> =0.290, p=0.000)	Work relationships (B=0.216, p=0.009, VIF=2.098) Work evaluation (B=0.221, p=0.015, VIF=2.509) Work diversity (B=0.222, p=0.001, VIF=1.360)
SPANE-N (R <sup>2</sup> =0.088, p=0.008)	Workspace (B=-0.214, p=0.018, VIF=1.930) Work diversity (B=0.209, p=0.006, VIF=1.360)
SWLS-W (R <sup>2</sup> =0.209, p=0.000)	Work motivation (B=0.282, p=0.001, VIF=1.947)

### 4. Further Results

Comparative results of correlation analyses, regression analyses, and structural equation modeling for Japanese and French respondents, along with interpretation and discussion of our findings, will be provided in our publications and presentation planned for later this year.

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3. 雑誌名 Journal of Strategic Management Studies	6. 最初と最後の頁 5-18
掲載論文のDOI（デジタルオブジェクト識別子） <a href="https://doi.org/10.24760/iasme.10.1_5">https://doi.org/10.24760/iasme.10.1_5</a>	査読の有無 有
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〔図書〕 計0件

〔産業財産権〕

〔その他〕

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6. 研究組織

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