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研究成果の概要(和文)：本研究では、日本の若年層(大学生156名)が「不確実性の回避」についてどのような考えをもっているか、そして、それが日本社会の在り方とどのような関係性があるかを検証した。日本の若年層は、不確実性回避指標において高い数値を示し、未知のことを経験するときストレスを感じる人が多いことがわかった。よって、新しいことにチャレンジすることを避ける傾向にあり、一方ストレスを回避するために規則や規定、形式を重視する傾向が強くなる傾向がある。また、社会の暗黙のルールは若年層に行動範囲を制限しようとする行動や思考に影響を与えていることがわかった。」

研究成果の概要(英文)：This study explores the connections between the values of uncertainty avoidance as part of diversity management of Japanese young people, (156 Japanese university students), and their views of Japanese society. Results suggest that young Japanese university students who participated in this research were relatively high on uncertainty avoidance and experience high levels of stress when they encounter uncertainty. Those high in uncertainty avoidance, use strategies to avoid the unknown and ease stress. This study shows how young people are influenced and limited by strict rules and societal pressure to conform.

研究分野：Intercultural Relations

キーワード：Uncertainty avoidance Intercultural Relations leadership diversity diversity management

1. 研究開始当初の背景

(1) Researchers contend that the main advantages of having a diverse workforce are the likely increase in creativity and innovation resulting from an influx of different views and values. This often results in more effective problem-solving as well as more creative work teams (Schedlitzki & Edwards, 2014; Adler, 1991). Furthermore, Hewlett et al. (2013), point out that diversity is a major factor in innovation, which results in more successful business market growth for companies. In spite of the advantages, there are several factors that hinder people and companies from embracing diversity. One is fear of uncertainty. This study explores the connections between the values of uncertainty avoidance and creativity of young Japanese university students and their views of Japanese society in the hopes that it will provide motivation for future research and lead to creation of leadership development programs that focus on diversity management and inclusion.

2. 研究の目的

(1) The purpose of this research was to discover the degree to which Japanese university students viewed the importance of diversity and their attitudes towards uncertainty, both considered important for leadership. The Merriam-Webster online dictionary defines diversity as “the condition of having or being composed of differing elements: variety; *especially*: the inclusion of different types of people (as people of different races or cultures) in a group or organization”

(<http://www.merriam-webster.com/dictionary/diversity>). This research is an exploratory and descriptive study. Rubin and Babbie (2010) explain that exploratory research is research that seeks to understand what is happening, and descriptive studies attempt to give in-depth

details of what is occurring. This research explores the connections between the values of uncertainty avoidance and creativity in order to establish their influences on diversity management and leadership skills. In doing this, the aims were to examine the following:

1. Japanese youth attitudes towards diversity.
2. The strength of uncertainty avoidance in Japanese university-age young people.
3. The conceptualization of Japan’s (societal) version of “diversity management”, particularly comfort with uncertainty and ambiguity.
4. How young Japanese react in uncertain and ambiguous situations.

3. 研究の方法

(1) A study was conducted regarding the attitude university students have towards uncertainty avoidance and its relation to managing diversity from 2014 to 2016. This project was a mixed methods study, incorporating a quantitative survey component as well as a qualitative element at two universities in Kyoto. Mixed methods research combines both quantitative and qualitative research to collect data so that more than one type of analysis can be conducted to reach a deeper understanding of what is being examined, (Creswell, 2014). One university was an all-women’s Christian university, while the other university was a co-educational Buddhist university. Students from the women’s college were all in a special academics in English program, and the students from the Buddhist school were all Economics majors.

(2) As part of the quantitative data collection, students between the ages of 19-22 from two Japanese universities were asked to participate in doing an online survey, with 156 completing the survey via SurveyMonkey (<https://jp.surveymonkey.com>)

monkey.com/r/1-Diversity-and-Leadership and <https://jp.surveymonkey.com/r/JP-ENG>). 77 of 83 students from a Christian all-women's college, and 76 of 88 students from a Buddhist college responded, 106 female and 47 male students, were asked to answer all seventeen questions from the English and Japanese versions of Hofstede's Values Survey Module (VSM) 2013 questionnaire (2013), and all items from the GLOBE study (House, et al, 2004) to preserve validity. In addition, twenty participants were either interviewed or asked to keep journals to gain further insight into young Japanese university student attitudes towards diversity and reactions to uncertain situations.

4. 研究成果

(1) While the number of respondents included was small, and the students from one university were in a voluntary program with courses taught by non-Japanese teachers, the results are helpful in showing a profile of some attitudes students at Japanese universities show towards uncertainty avoidance issues and diversity. According to research carried out by Hofstede, Japanese people as a group generally prefer to avoid uncertainty and ambiguity (Hofstede, 2001; Hofstede, Hofstede, & Minkov, 2010). Members of cultural groups high on uncertainty avoidance tend to follow rules and conduct rituals and ceremonies. Moreover, there is emphasis on licenses and test scores, and there is much pressure to conform in society to ease stress and lessen possibilities of unknown situations that might result in embarrassment and conflict (Stephan & Stephan, 1996).

(2) Of the responses to the survey questions, the importance placed on having security of employment, (Table 1), shown by 85% of all

respondents answering it was of utmost or very important, can be viewed as an example of a need for clarity and structure and attempts to fight uncertainties that are inherent in life. These are characteristics of strong uncertainty avoidance.

Table 1. Total data for the question How important is it to have security of employment?

Response	Number of responses	Percentage
Of Utmost Importance	51	33%
Very Important	81	52%
Moderately Important	20	13%
Of Little Importance	4	3%
Very Little/no Importance	0	0
Total Respondents	156	100%

(3) For feeling nervous, an indicator of stress and anxiety, 24% said they usually or always feel nervous, while 51% said they sometimes feel stress. However, 26% answered they seldom or never feel nervous, indicating some have a weak uncertainty avoidance tendency. The final question from the survey, indicating breaking rules is not acceptable, is perhaps the most compelling example of strong certainty avoidance in which 54%, agreed that rules should not be broken at any cost. Stephan and Stephan and Hofstede explain that emotional need for rules, conforming to society and clarity and structure show strong uncertainty avoidance. Taken together, these results show that the groups of Japanese university students have a tendency for strong uncertainty avoidance. Except for the importance of job security, at 85%, the responses for questions of nervousness, and breaking rules was just over 50%. The results

from the GLOBE study items debunked the view that Japanese prefer structure and rules. This is shown by the fact that merely 19.9% of respondents agreed with the statement “In this society, societal requirements and instructions are given clearly in detail so citizens know what they are expected to do.” 49.4% disagreed. Furthermore, for the GLOBE study question “In this society, orderliness and consistency are stressed, even at the expense of experimentation and innovation,” only 29.5% agreed. It should be noted, however, that for both the questions, almost 30% were undecided, meaning that there was not more than 50% for disagreement either.

(4) Interview and journal data from the qualitative portion of the study shows a more in-depth picture. Most participants interviewed viewed diversity as a positive concept, enjoyed experiencing uncertain situations, and even welcomed them to some degree. This shows more weak uncertainty avoidance tendencies. Student M stated, “I like talking to people who [I have] had never met. I hope [to] hang out with various people. If I do this, I can learn something.” This illustrates the idea of “What is different is curious” (Hofstede et al, 2010, p. 201). Student N’s comment, “I could talk with a lot of sophomore students, so for the future, I want to join many events to see new people.” is an example. It is safe to say that the study groups of young Japanese university students have a tendency to be weaker in uncertainty avoidance tendencies than those who Hofstede studied and have different views of Japanese society.

(5) Quantitative and qualitative results of this study were similar to the GLOBE project results (House, et al, 2004), with uncertainty avoidance societal values being medium to relatively high

and actual societal practices from relatively low to relatively high (GLOBE Foundation for Research & Education, n.d.). Young Japanese students in this study likely in the GLOBE range of relatively low to relatively high.

(6) Without further research, the reasons for the Japanese group of students at these two universities for being closer to the GLOBE study results than Hofstede’s results is unclear. It is also unclear whether this can be generalized to a broader population of Japanese university students. However, knowing the level of uncertainty avoidance can be valuable in understanding interactions in Japanese society. On the other hand, there is an unforeseen outcome of the study. There is a strong possibility that doing the actual survey and interviews may have influenced students to be more aware of diversity and their own ideas and actions in the face of diversity. Some might have become aware that they already have some diversity management skills. This could possibly have influenced some students’ personal transformation.

(7) The main purpose of this research was to discover what leadership skills organizations in Japan and Japanese people view as important. In exploring characteristics of leadership, in particular diversity management, this study focused on uncertainty management and how well young people cope in unfamiliar situations and the implications related to diversity. This study highlights several important social implications related to uncertainty avoidance. The most obvious outcome is the tendency of high uncertainty to lead to increased anxiety which then leads to avoidance hindering both individual, intergroup, intercultural, and

international communication (Stephan W. & Stephan, C. 1996; Duronto, Nishida, & Nakayama, 2005). Uncertainty avoidance means avoiding diversity in many instances and a decreased desire to be entrepreneurs or leaders. Hofstede points out that very high uncertainty avoidance orientations value a more simplistic or “black and white” outlook, which may result in feelings of helplessness to influence events that affect them (2009). It may also result in devaluation of diversity and marginalization of members of groups, such as women, immigrants, and ethnic minority members, who have less power than those in high positions of power. This in turn may lead to less innovation and creativity as well as less effective problem-solving. Diversity and diversity management are seen to be highly beneficial for organizations and societies. It can lead to a larger variety of possible solutions to problems and new ideas as well as increased creativity, increased flexibility, and expanded alternatives and opportunities (Adler, 1996; Trompenaars, F., & Hampden-Turner, C., 2010). This points to the necessity of low uncertainty avoidance and better diversity management skills.

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5. 主な発表論文等

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