

Survey of Manager's Work Style and Work-Life Balance

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I. Research Objective

In December 2008, the Promotion of Work-Life Balance (WLB) Research Project at the University of Tokyo conducted a study on current work styles and the creation of a WLB workplace. That study showed that in a workplace where managers are kept extremely busy, managers themselves are not able to achieve a WLB lifestyle. Additionally, it clarified that the current state of workplace management as created by managerial staff is key for the creation of WLB. Based on these results, the “Survey of Manager's Work Style and Work-life Balance” has focused on managers. The objective is to clarify the current state of workplace management that supports a manager's work style and their employees' ability to achieve WLB.

II. Survey Sample and Method

The sample of this study composes of respondents that are registered as managerial staff with survey company (Section Chief: 4,892 members, of which 212 are female; Division Chief: 2,192 members, of which 63 are female). Out of this, members were further screened according to the three conditions listed below, this left a sample of 3,398 members (Section Chief: 2,154 members, Division Chief: 1,244 members). A final total of 3,296 (Section Chief: 2,093 members, Division Chief: 1,203 members) questionnaires were collected. This study was conducted from the 21st to 25th of October 2009.

1. Regular workers that were employed by privately held companies with more than 50 employees
2. Employees with a managerial post (equivalent to a Section Chief or Division Chief position) at that company
3. Employees that live in the Tokyo Metropolitan area, Kanagawa, Chiba and Saitama prefectures (Similar to the previous study conducted in December 2008)

III. Sample Distribution

A) Gender: More than 90% of “Section Chief” and “Division Chief” respondents are male.

	Male	Female	Total
Total (n=3296)	94.8%	5.2%	100.0%
Section Chief (n=2093)	94.1%	5.9%	100.0%
Division Chief (n=1203)	96.1%	3.9%	100.0%

B) Age: Approximately 54% of total respondents are in their 40s and 30% are in the 50s. Of “Section Chief” respondents, 60% are in their 40s with approximately 20% being in their 30s and 50s. Approximately 45% of “Division Chief” respondents are in their 40s and 50s.

	20s	30s	40s	50s	Over 60	Total
Total (n=3296)	0.4%	13.3%	53.9%	30.4%	2.0%	100.0%
Section Chief (n=2093)	0.6%	17.3%	60.2%	21.0%	0.9%	100.0%
Division Chief (n=1203)	0.0%	6.2%	43.1%	46.7%	4.0%	100.0%

C) Section/Group that Respondents Manage: 22.6% of respondents manage the “Sales” department and 23.1% manage “Human Resource, General Affairs, Finance, Public Relations” departments.

	Human Resource, General Affairs, Finance, Public Relations	Planning	Design, Research and Development	IT	Sales	Marketing, Service	Production, Construction, Distribution	Others	Total
Total (n=3296)	23.1%	9.8%	17.8%	9.8%	22.6%	7.8%	8.3%	0.8%	100.0%

D) Number of Years Managing this Section/Group: Under 20% of respondents have managed their section/group for “3 – 5 years” and “5 – 10 years”.

	Under 1 yr	1 – 2 yrs	2 – 3 yrs	3 – 5 yrs	5 – 10 yrs	More than 10 yrs	Total
Total (n=3296)	18.6%	16.8%	15.6%	19.4%	19.8%	9.8%	100.0%

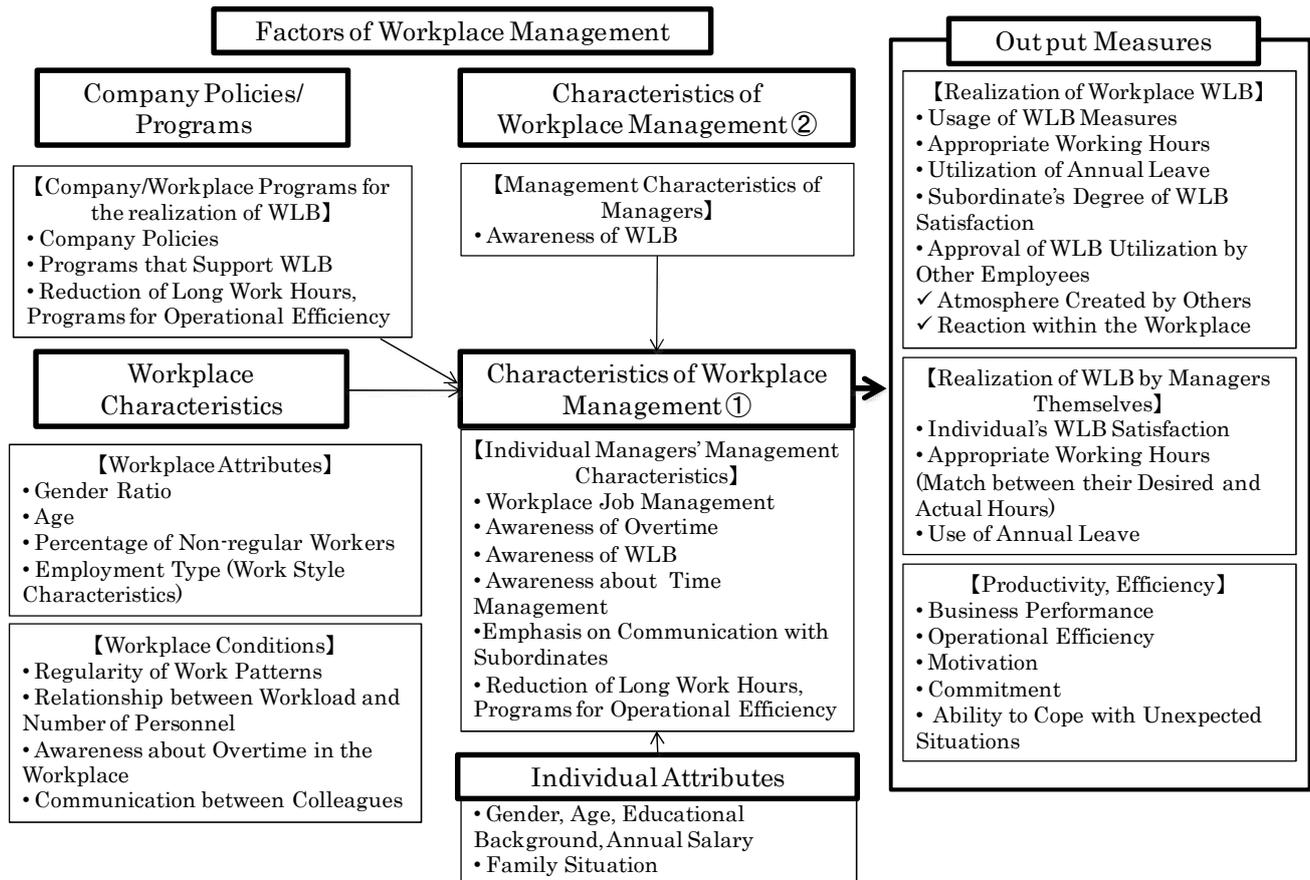
E) Total Number of Subordinates (including non-regular workers): 28.7% of total respondents managed “Under 5” people and 26.5% manage “6 – 10” people. 22.5% of “Division Chief” respondents manage “11 – 20” people, 21.5% manage “6 – 10” people and 19.6% “Under 5” people, indicating that even at the “Division Chief” level there is a tendency to manage workplaces with fewer people.

	Under 5	6 – 10	11 – 20	21 – 30	31 – 50	More than 51	Total
Total (n=3296)	28.7%	26.5%	21.3%	8.3%	7.4%	7.7%	100.0%
Section Chief (n=2093)	33.9%	29.4%	20.6%	6.5%	4.8%	4.7%	100.0%
Division Chief (n=1203)	19.6%	21.5%	22.5%	11.5%	11.9%	13.0%	100.0%

IV. Survey Framework

Our previous survey has clarified that managers hold the key to the realization of WLB in their workplaces. This survey will ascertain the factors that affect the managers’ workplace management such as company policies, managerial perspectives towards WLB, managers’ work style or characteristics of work management. Additionally, it will discuss the relationship between these factors, the realization of WLB and overall productivity (Refer to Diagram 1).

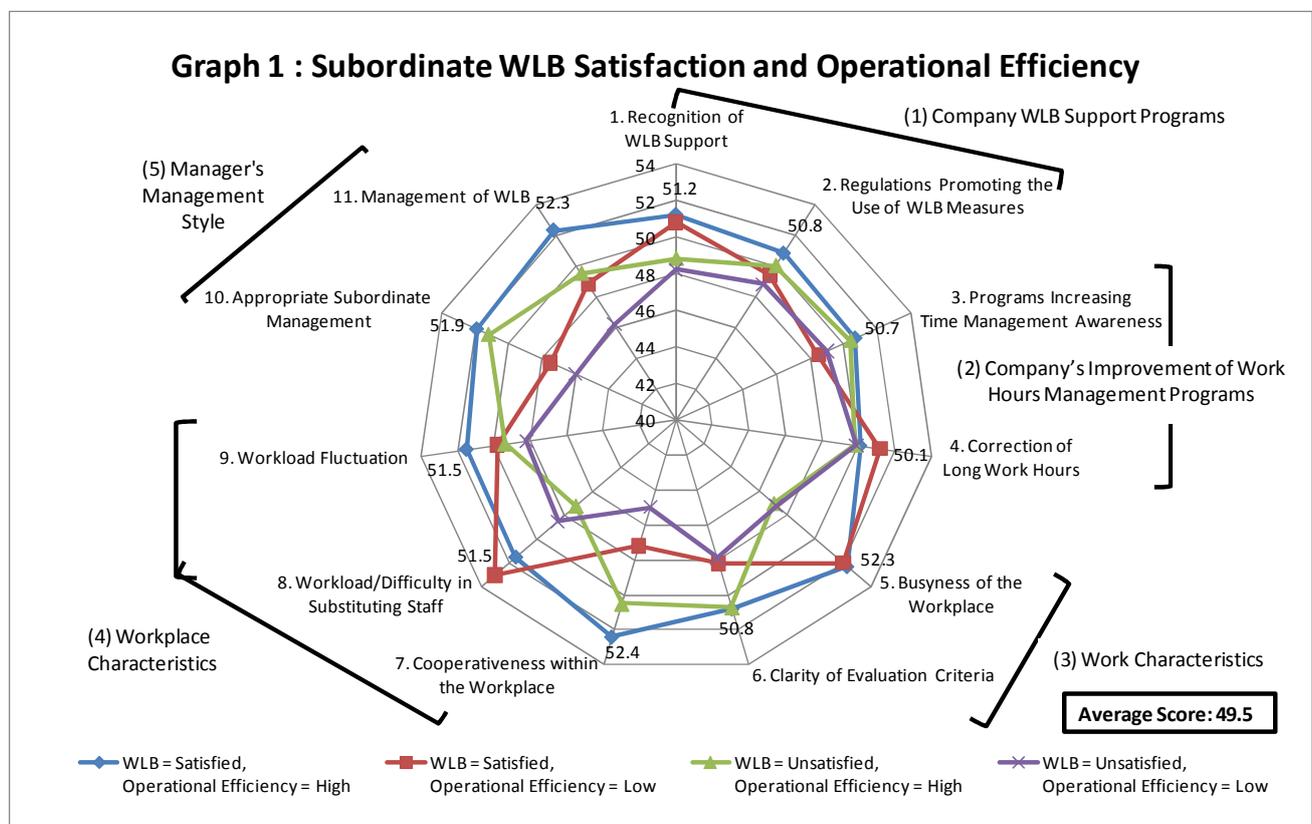
Diagram 1: Survey Framework



V. Propositions for the Realization of WLB

Proposition 1 *It is important that managers be able to understand their subordinates' capabilities and support them in executing their job (Refer to as "Appropriate Subordinate Management" ¹ in this report). Companies should view a manager's "Appropriate Subordinate Management" abilities as a professional skill and support their managers in the development of this skill. This skill needs to be also considered during promotion.*

- In workplaces where subordinates' WLB satisfaction and their ① operational efficiency (Graph 1), ② work motivation (Graph 2), and ③ sense of contribution to their company performance (Graph 3) are high, the score for ones "Appropriate Subordinate Management" is similarly high.



Graph 1² shows that in workplaces where subordinates WLB satisfaction and operational

¹ The "Appropriate Subordinate Management" measure was created from the following 10 survey items. ① "I make considerations ensuring that specific subordinates do not have a heavier workload than others", ② "Work objectives are clearly indicated to subordinates", ③ "Goal setting and task distribution are matched with subordinate's abilities", ④ "I strive to manage my workplace efficiently", ⑤ "I make a conscious effort in sharing necessary information within my section/group", ⑥ "I encourage smooth communication between colleagues", ⑦ "I support subordinates in the execution of their tasks", ⑧ "I check on the progress of tasks at appropriate times", ⑨ "I can flexibly change the tasks allocated to subordinates according to the progress of each tasks", and ⑩ "I take active measures to train subordinates".

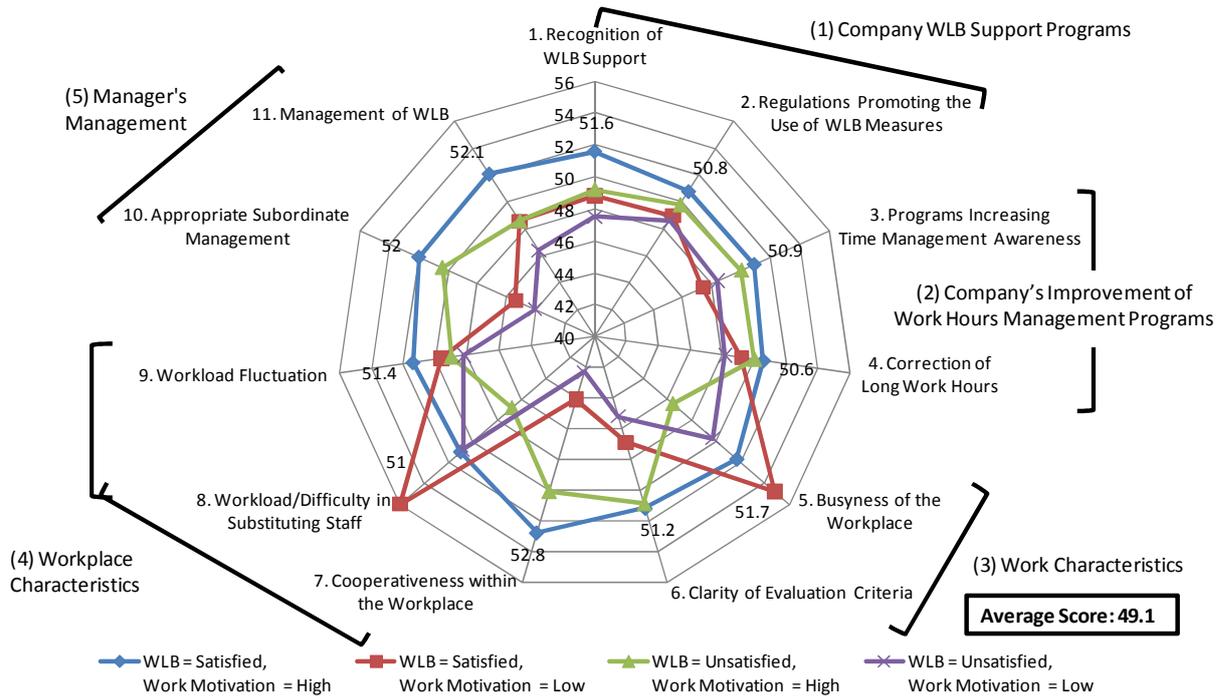
² The content of each measure were scored to capture its results as positive. "Workload Fluctuation", "Workload/Difficulty in Substituting Staff" and "Busyness of the Workplace" are measures that due to the size of actual data and the opposite direction of each result needed to be recomputed to be made positive. The score of a negative answer was sequentially lowered by 4 points and summed. In another words, a high "Workload Fluctuation"

efficiency is high, indicators of “Manager’s Management Style”, “Appropriate Subordinate Management” (Score: 51.9) and “Management of WLB” (Score: 52.3), and “Workplace Characteristics” indicators, “Cooperativeness within the Workplace” (Score: 52.4) and “Workload Fluctuation” (Score: 51.5) are also high in comparison. This indicates that managers not only support their subordinates in the execution of their task, but that managers themselves need to make an effort to complete their work within regular work hours. Moreover, the creation of a system where employees are substitutable so that the workloads between staff members do not vary is achieved by the sharing of know-how and smooth communication between managers and subordinates and between colleagues as well.

Company programs also play an active role. Indicators of “Company WLB Support Programs”, “Recognition of WLB Support” (Score: 51.2) and “Regulations Promoting the Use of WLB Measures” (Score: 50.8), plus “Company’s Improvement of Work Hours Management Programs” indicators, “Programs Increasing Time Management Awareness” (Score: 50.7) also have high average scores in comparison. Although still higher than the average score, the score for the “Correction of Long Labor Work Hours” (Score: 50.1) measure is a little lower than a workplace with “High WLB Satisfaction and Low Operational Efficiency” (Score: 51.1). This result indicates that the support of WLB and programs improving the management of work hours are generally being actively promoted. These results also show that the development of management systems that encourage cooperation within the workplace is crucial to increasing productivity. Additionally, programs that deal with an unevenly distributed workload likewise lead to an increase of WLB satisfaction.

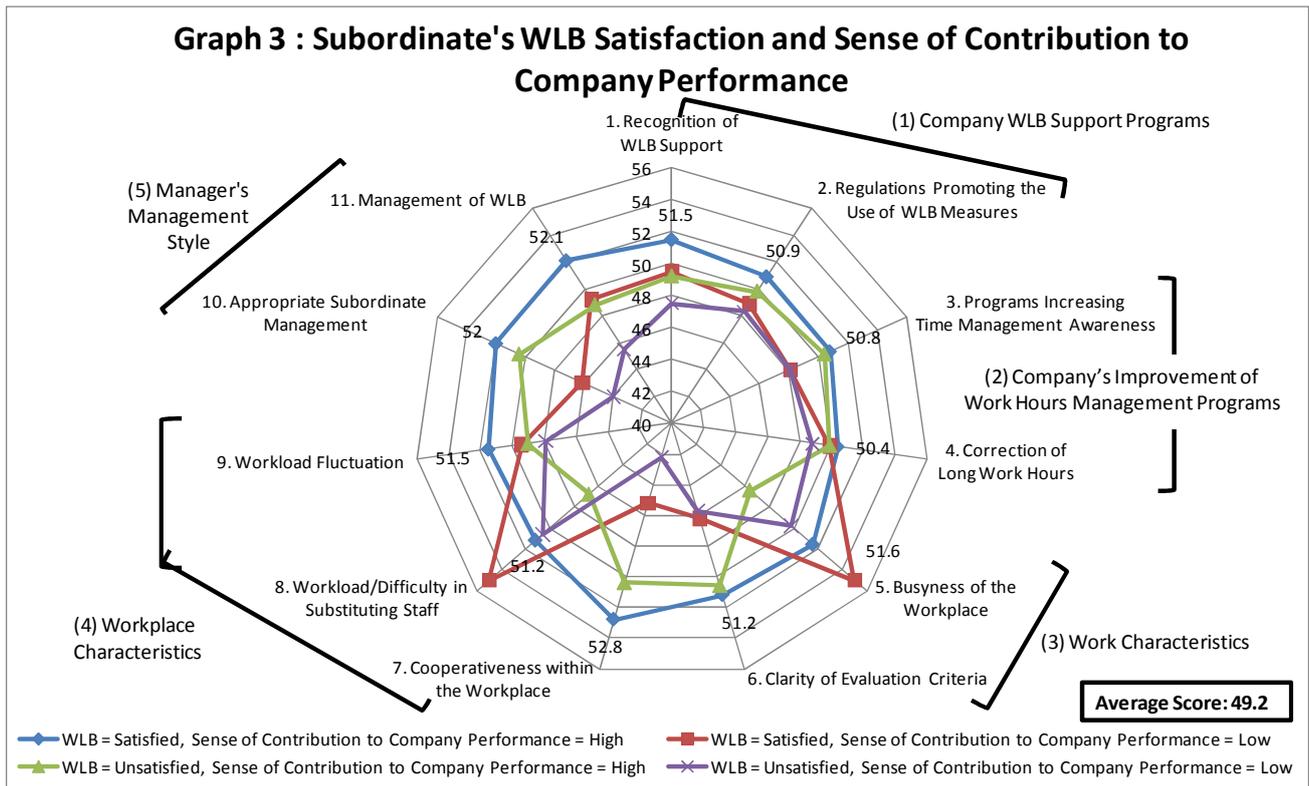
score actually indicates low workload fluctuation.

Graph 2 : Subordinate's WLB Satisfaction and Work Motivation



From Graph 2, we see that in workplaces where subordinate's WLB satisfaction and work motivation is high, measures of "Manager's Management Style", "Appropriate Subordinate Management" (Score: 52.0) and "Management of WLB" (Score: 52.1), in addition to measures of "Workplace Characteristics"; namely, "Cooperativeness within the Workplace" (Score: 52.8) and "Workload Fluctuation" (Score: 51.4) are also higher in comparison to other categories. In these workplaces, not only is the clarity of evaluation criteria necessary for the execution of a job important, the creation of a system where employees are substitutable so that certain employees are not overburdened is also crucial. This can be achieved through the sharing of know-how and smooth communication between managers and subordinates and between colleagues as well.

Company-led programs also play a key role. Indicators of "Company WLB Support Programs", "Recognition of WLB Support" (Score: 51.6) and "Regulations Promoting the Use of WLB Measures" (Score: 50.8), and "Company's Improvement of Work Hours Management Programs" indicators, "Programs Increasing Time Management Awareness" (Score: 50.9) and "Correction of Long Work Hours" (Score: 50.6) also have high scores in comparison to other categories of workplaces. From this, we can conclude that to increase employees' WLB satisfaction, the improvement of workplace management, the establishment of a cooperative workplace is just as important as the promotion of company-led programs that support WLB and improve time management.

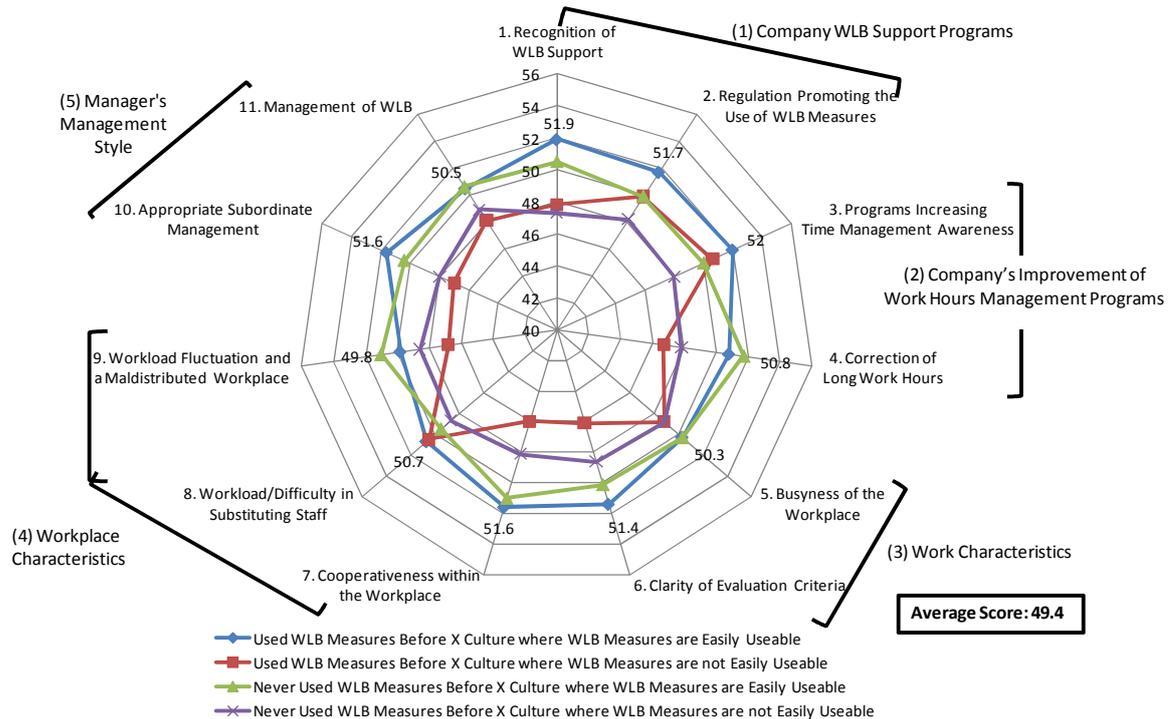


Workplaces where subordinate's WLB satisfaction and their sense of contribution to company performance is high, "Manager's Management Style" indicators, "Appropriate Subordinate Management" (Score: 52.0) and "Management of WLB" (Score: 52.1); indicators of "Workplace Characteristics", "Cooperativeness within the Workplace" (Score: 52.8) and "Workload Fluctuation" (Score: 51.5); and "Work Characteristics" measures, "Clarity of Evaluation Criteria" (Score: 51.2) are comparatively higher than other categories. (Graph3)

Company-led programs also have an active role to play. Measures of "Company WLB Support Programs", "Recognition of WLB Support" (Score: 51.5) and "Regulations Promoting the Use of WLB Measures" (Score: 50.9); and "Company's Improvement of Work Hours Management Programs" measures, "Programs Increasing Time Management Awareness" (Score: 50.8) and "Correction of Long Work Hours" (Score: 50.4) also have higher scores in comparison. This shows that to increase employees' WLB satisfaction, in addition to the clarification of evaluation criteria to assist the improvement of workplace management and the establishment of a cooperative workplace, the promotion of company-led programs that support WLB and improve time management is important.

- The "Appropriate Subordinate Management" score is higher in workplaces where one can utilize child-care and family-care leave easily (Graph 4). The effect of this score is bigger in a workplace environment where male employees in particular can utilize these systems (Graph 5).

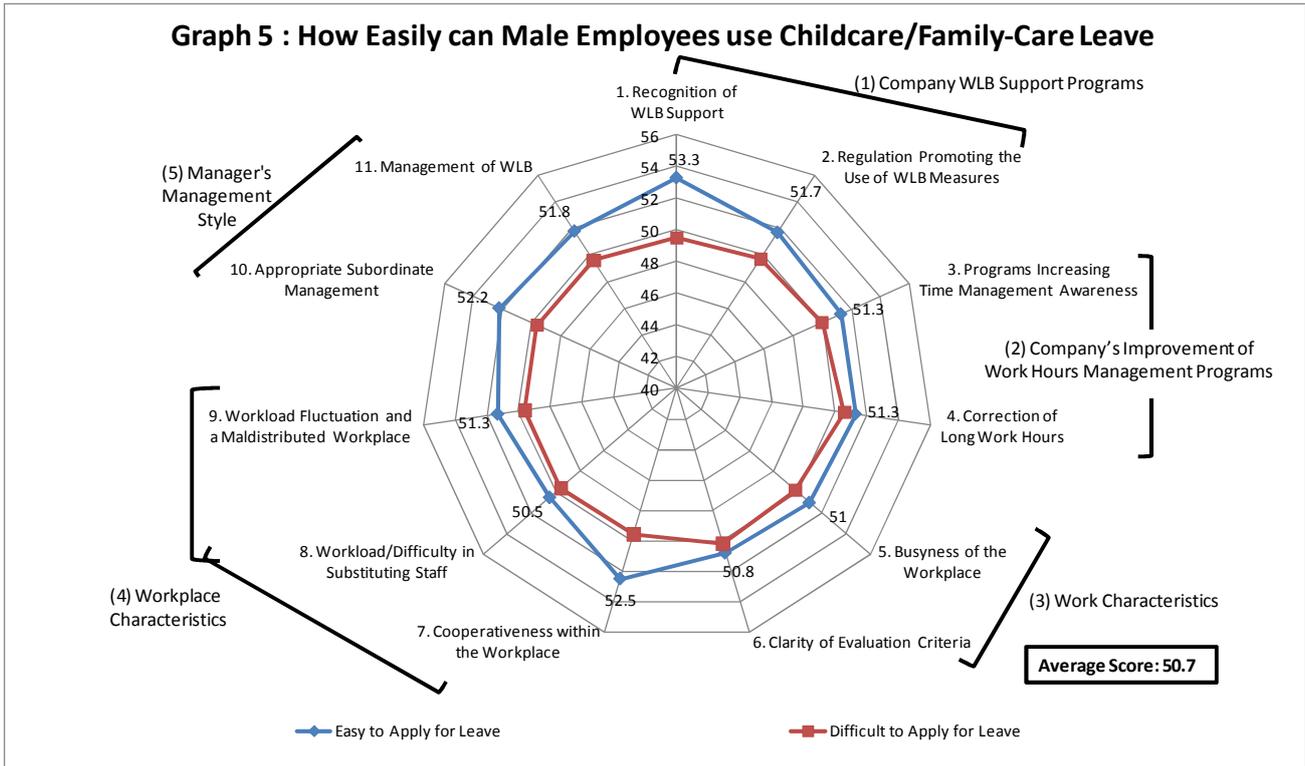
Graph 4 : Easiness in Using Childcare/Family-Care Leave and whether Female Respondents have Used it Before



Graph 4 shows that in workplaces where WLB measures have been utilized before and a culture where childcare and family-care leave can be utilized easily by female employees exists, “Manager’s Management Style” indicators, “Appropriate Subordinate Management” (Score: 51.6) and “Management of WLB” (Score: 50.5); “Workplace Characteristics” indicators, “Cooperativeness within the Workplace” (Score: 51.6); and “Work Characteristics” indicators, “Clarity of Evaluation Criteria” (Score: 51.4) are comparatively higher than other categories of workplaces.

Moreover, company-led programs are actively implemented. Measures of “Company WLB Support Programs”, “Recognition of WLB Support” (Score: 51.9) and “Regulations Promoting the Use of WLB Measures” (Score: 51.7); and “Company’s Improvement of Work Hours Management Programs” measures, “Programs Increasing Time Management Awareness” (Score: 52.0) have the highest scores in comparison. These results indicate that to create a culture where these programs can be used, the cultivation of WLB awareness amongst managers, clarity of evaluation criteria, an improvement of workplace management and the establishments of a system where staff can be substituted to allow for the utilization of these WLB related leave are necessary. Also, a program that supports WLB and improves time management throughout the firm is similarly important.

Graph 5 : How Easily can Male Employees use Childcare/Family-Care Leave



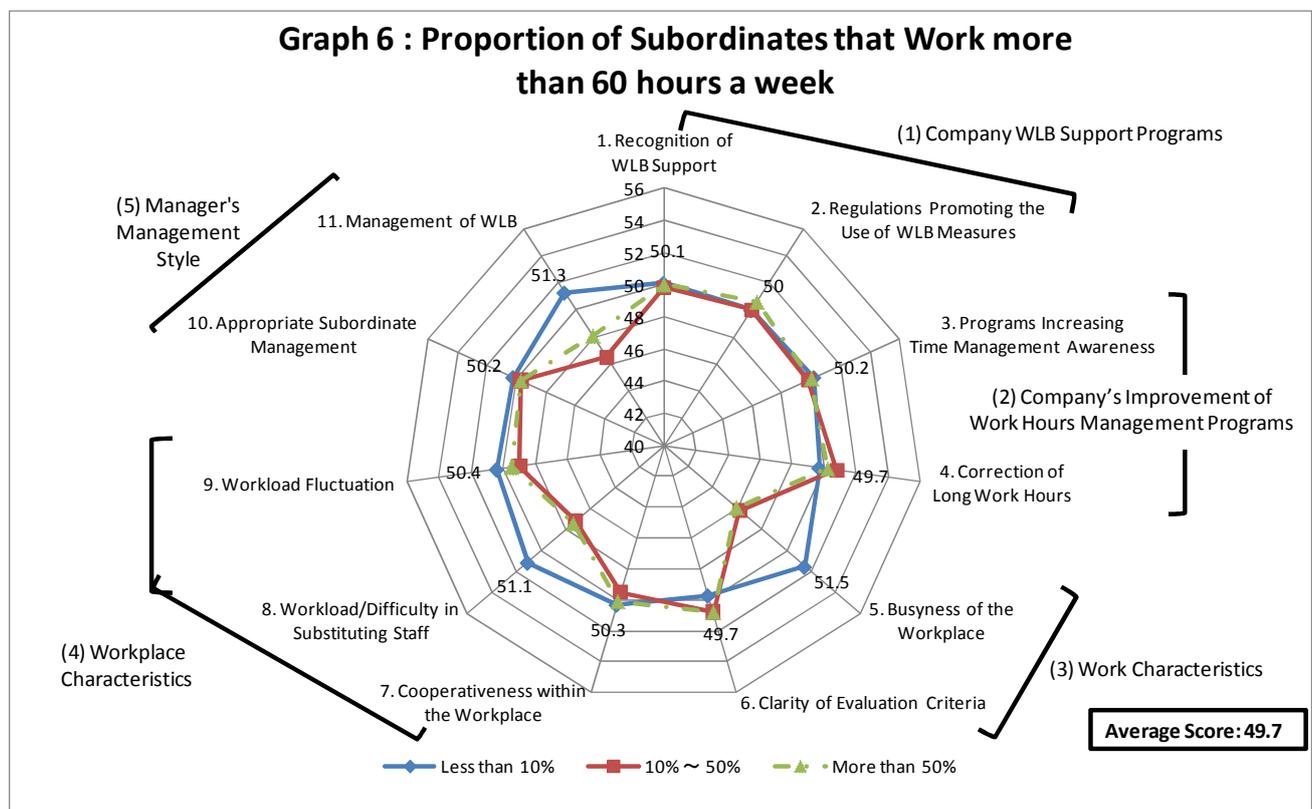
As prior use of childcare/family-care leave by male employees is uncommon (n=353), the factors that affect the creation of a workplace culture where such policies can be easily used is explored. Graph 5 shows that in workplaces where a culture of childcare and family-care leave can be easily used by male employees exists, “Manager’s Management Style” measures, “Appropriate Subordinate Management” (Score: 52.2) and “Management of WLB” (Score: 51.8); “Workplace Characteristics” measures, “Cooperativeness within the Workplace” (Score: 52.5) and “Workload Fluctuation” (Score: 51.3) all have higher scores than workplaces that have a culture where it is difficult to use childcare and family-care leave. For “Work Characteristics”, “Busyness of the Workplace” (Score: 51.0) and “Clarity of Evaluation Criteria” (Score: 50.8) are similarly higher in comparison. This indicates that to create a workplace in which male employees can use WLB related measures easily, managers need to not only support the execution of tasks by subordinates, but managers themselves also need to strive to finish their tasks within normal work hours. To establish such a system within a workplace, the clarification of evaluation criteria necessary for smooth task execution and the establishment of a coordinated system where jobs can be substituted between different members of the workplace, the sharing of know-how through work daily, and the appropriate communication between managers and subordinates and between colleagues are also important.

“Company WLB Support Programs” measures, “Recognition of WLB Support” (Score: 53.3) and “Regulations Promoting the Use of WLB Measures” (Score: 51.7); and “Company’s Improvement of Work Hours Management Programs” measures, “Programs Increasing Time Management Awareness” (Score: 51.3) and “Correction of Long Work Hours” (Score: 51.3) also have high scores. From this, we can conclude that to create an atmosphere where male employees can easily use WLB

related measures, the cultivation of WLB awareness amongst managers, an improvement of workplace management and the establishment of workplace systems and the clarity of evaluation criteria which are likewise correlated are also important. Company-led programs that support the realization of WLB and an improvement of time management throughout the firm is also important.

Proposition 2 *To achieve a work-life balance for subordinates and increase workplace productivity, it is important to encourage managers themselves to finish their work within the normal work hours and also have a balanced work-style themselves. Companies therefore need to actively develop programs to increase the consciousness of WLB amongst managers.*

- Workplaces where less than 1% of subordinates work more than 60 hours a week has a higher “WLB management” score.



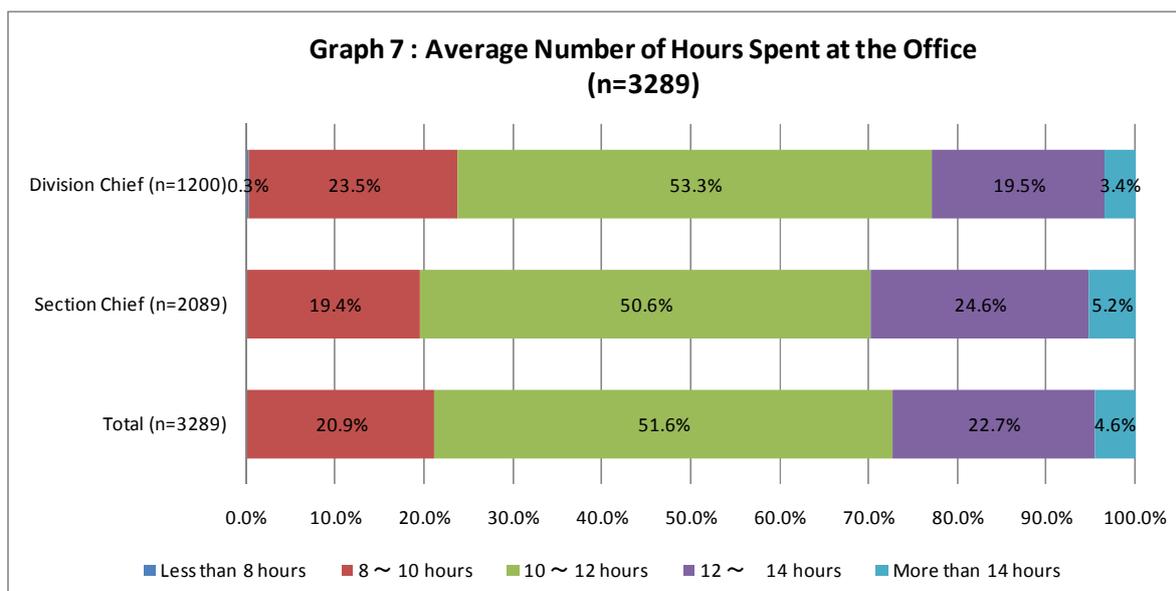
Graph 6 show that for workplaces where less than 10% of subordinates work more than 60 hours a week, “Management of WLB” (Score: 51.3) and “Appropriate Subordinate Management” (Score: 50.2) indicators of “Manager’s Management Style”; “Workload/Difficulty in Substituting Staff” (Score: 51.1), “Workload Fluctuation” (Score: 50.4) and “Cooperativeness within the Workplace” (Score: 50.3) indicators of “Workplace Characteristics”; and “Busyness of the Workplace” (Score: 51.5) are also comparatively higher than workplaces where more than 10% of subordinates work more than 60 hours a week. These workplaces are often characterized by unscheduled work not frequently arising or by flexibility with regards to task datelines or delivery.

For both “Company WLB Support Programs” and “Company Improvement of Work Hours Management Programs” measures, “Programs Increasing Time Management Awareness” (Score: 50.2) and “Recognition of WLB Support” (Score: 50.1) are high in comparison with other categories.

- In workplaces where subordinates’ WLB satisfaction and their ① operational efficiency (Graph 1), ② work motivation (Graph 2), and ③ sense of contribution to their company performance are high (Graph 3), the “WLB management” score is high.
- “WLB Management” scores are higher in workplaces where one can utilize child-care and family-care leave easily (Graph 4). This is applicable to a workplace where male employees in particular can utilize these systems easily (Graph 5).

Proposition 3 *Monitoring work hours and work styles for managers that are excluded from the Labor Standards Law that regulate labor hours, leave and days off, and creating time to exercise “Appropriate Subordinate Management” is essential in reducing the long work hours of managers. It is also necessary to support managers throughout the organization to create good interdepartmental management, as managers who need to play a diverse role such as the smooth execution and achievement of work plans, skill development of subordinates and job related support, correction of long work hours and the support of subordinates’ WLB have a strong tendency to work long hours themselves.*

- 27.3% of managers (approximately 30% of section managers) work more than 12 hours a day with managers who work longer hours finding it difficult to utilize annual leave.



Approximately half of all managers spend an average of “10 to 12 hours” at the office showing that

they work on average two to four hours more than normal work hours each day. 27.3% of managers also work more than 12 hours. This shows that managers overall have a time consuming job.

Managers that are at the office for more than 12 hours are from the “Finance, Insurance, Real Estate” (31.8%) and “IT, Distribution” (28.5%) industries. They work in “Design, Research and Development” (32%), “Marketing, Service” (32.5%), “Production, Construction, Distribution” (30.2%) and “Sales” (29.2%) departments. 33.6% of respondents manage a workplace where female employees make up “Under 10%” and 31.7% for workplaces with “10% to 20%” of female employees. The proportion of female employees increase as the total number of managers that work more than 12 hours a day on average decreases (“20% to 40%”: 25.3%, “40% to 60%”: 24.9%, “More than 60%”: 23.6%). In terms of age groups, managers in their “30s” (39.6%), “20s” (38.5%) and “40s” (31%) hold more time consuming roles.

- In contrast to the 29.8% of managers that responded with their desired and actual work hours for an ordinary work week “does match”, 68.9% of managers have identified a gap between their desired and actual work hours. They also desire to “reduce” their overall work hours (Table 1).

		Gap between Weekly Desired and Actual Work Hours			
		Desire to Reduce Gap	Desired = Actual	Desire to Increase Gap	Total
Length of Time at the Office	Total	68.9%	29.8%	1.3%	100.0%
	Less than 10 hours (n=695)	36.5%	61.4%	2.0%	100.0%
	10 ~ 12 hours (n=1697)	69.7%	28.9%	1.4%	100.0%
	More than 12 hours (n=897)	92.3%	7.1%	0.6%	100.0%

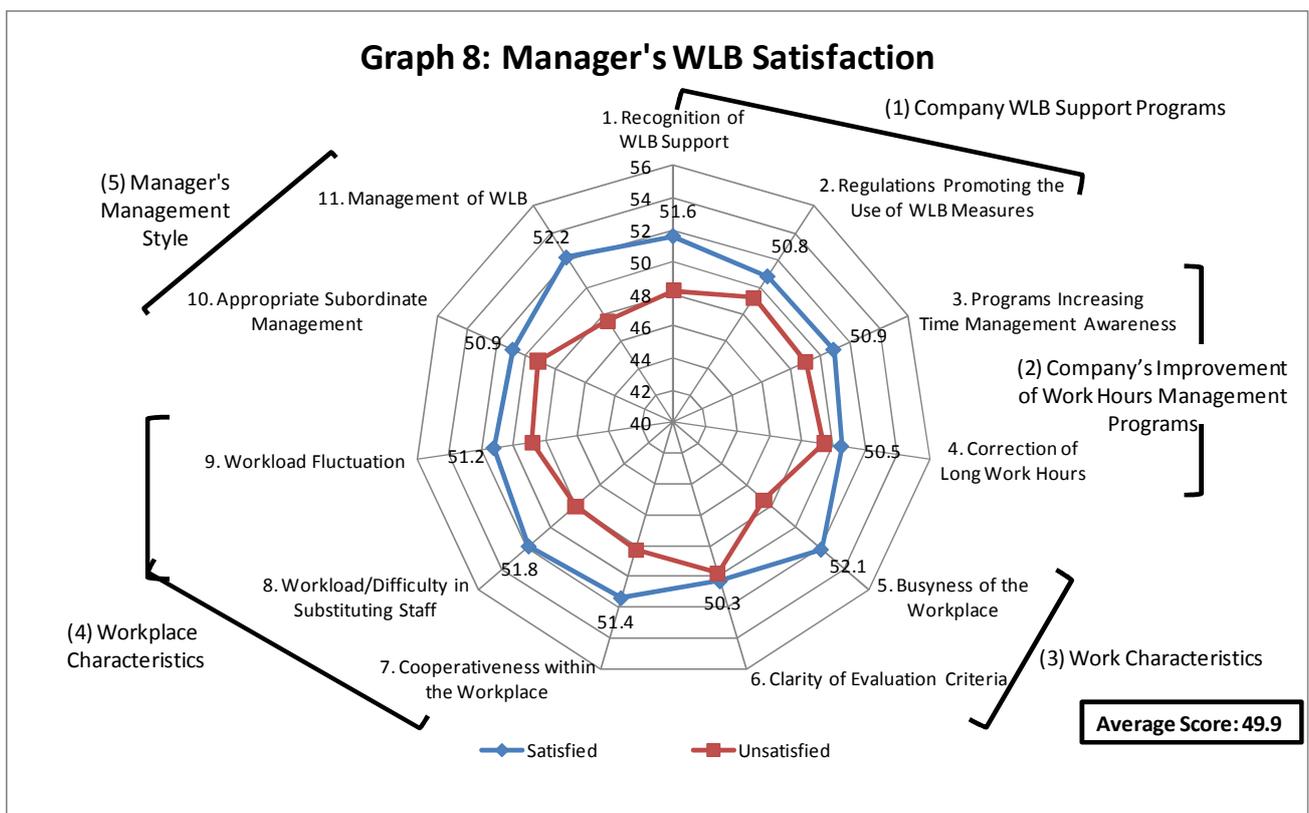
When considering the gap between the actual length of one working day and a respondent’s desired work hours (Table 1), the results show that 92.3% of managers who work “more than 12 hours” desire to reduce their weekly work hours. We therefore cannot conclude that managers themselves who have long work hours necessarily desire working these long hours.

- Of managers who indicated a match between their desired and actual work hours, 82% were satisfied with their balance between work and lifestyle. Managers that want to reduce their weekly work hours have a greater dissatisfaction of their balance between work and lifestyle than managers who perceive a match between desired and actual work hours. The larger the gap between desired and actual work hours, the stronger the dissatisfaction tends to be. (Table 2)

Table 2 : Weekly Desired and the Match with Actual Work Hours

		① Very Satisfied	② Somewhat Satisfied	③ Somewhat Unsatisfied	④ Unsatisfied	Total	① + ②	③ + ④
Gap between Desired and Actual Labor Hours	Desire to Reduce Gap (n=2269)	11.6%	51.2%	30.2%	7.0%	100.0%	62.8%	37.2%
	Desired = Actual (n=984)	14.9%	67.1%	16.1%	1.9%	100.0%	82.0%	18.0%
	Desire to Increase Gap (n=43)	3.6%	39.0%	41.1%	16.4%	100.0%	42.5%	57.5%

- Managers who themselves have a high WLB satisfaction have a higher “Appropriate Subordinate Management” score.



Managers satisfied with their time allocation between work and lifestyle have higher scores across all measures in comparison to where managers are unsatisfied. There is a significant difference between “Management of WLB” scores, an indicator of “Manager’s Management Style”, for “Satisfied” managers (Score: 52.2) and “Unsatisfied” managers (Score: 47.3). Although the causality of these measures and manager’s satisfaction is not clear, creating a well-organized work ethic that encourages work to be completed within normal work hours has an effect on increasing manager’s satisfaction. For managers who are satisfied with their WLB, their scores for “Workplace Characteristics” measures, “Cooperativeness within the Workplace” (Score: 51.4), “Workload/Difficulty in Substituting Staff” (Score: 51.8) and “Workload Fluctuation” (Score: 51.2), are higher than “Unsatisfied” managers. There is also a significant difference for measures of “Work

Characteristics”; namely, “Busyness of the Workplace” (Score: 52.1) and “Clarity of Evaluation Criteria” (Score: 50.3). The sharing of know-how and smooth communication between managers and subordinates and between colleagues as well will contribute to an increase in manager’s WLB satisfaction. This is achieved through the clarification of evaluation criteria and the creation of a management system where members can be substituted so as to ensure that specific members do not have an excessive workload.

Company-led programs also contribute to an increase of manager’s WLB satisfaction. For “Satisfied” managers, “Company WLB Support Programs” indicators, “Recognition of WLB Support” (Score: 51.6) and “Regulations Promoting the Use of WLB Measures” (Score: 50.8); and “Company’s Improvement of Work Hours Management Programs” indicators, “Programs Increasing Time Management Awareness” (Score: 50.9) and “Correction of Long Work Hours” (Score: 50.5) are also each higher than managers who are “Unsatisfied”.

- Managers with recognized “WLB Management” and “Appropriate Subordinate Management” skills have not only higher subordinate WLB satisfaction, but also higher workplace productivity. It is therefore important to monitor the work hours and work styles of managers that are excluded from the regulations of the Japanese Labor Standards Law in addition to supporting them to create the time necessary to practice “Appropriate Subordinate Management”.

Proposition 4 Company-led programs that improve the support of WLB and work hours management are important to improve overall management skills. It is important for companies therefore to actively develop programs to support employees’ WLB and improve their time management.

- For workplaces where subordinates’ WLB satisfaction and their ① operational efficiency (Graph 1), ② work motivation (Graph 2), and ③ sense of contribution to their company performance (Graph 3) are high, “Recognition of WLB Support” and “Regulations Promoting the Use of WLB Measures” scores are similarly high.
- Workplaces that have a culture where male employees can easily utilize childcare and family-care leave have higher scores for the “Recognition of WLB Support” and “Regulations Promoting the Use of WLB Measures”, both of which are “Company WLB Support Programs” indicators. This is similar for “Programs Increasing Time Management Awareness” and the “Correction of Long Work Hours” measures classified as “Company’s Improvement of Work Hours Management Programs” indicators (Graph 5).
- “Manager’s Management Skills” (“Appropriate Subordinate Management” and “Management of WLB”) is an important factor for the realization of WLB in the workplace as it has a positive

effect on subordinates' WLB satisfaction and workplace productivity, the creation of a workplace environment where childcare and family-care leave can be easily utilized, the avoidance of long work hours by managers themselves and the overall satisfaction of managers. "Manager's Management Skills" is correlated³ with "Company WLB Support Programs" and "Company's Improvement of Work Hours Management Programs". This indicates that there is a possibility for such programs to improve "Appropriate Subordinate Management" and the "Management of WLB"⁴.

Table 3 : Correlation between "Manager's Management Style" and "Company Programs"

	Company's Improvement of Work Hours Management	Company WLB Support Programs		
		Programs Increasing Time Management Awareness	Correction of Long Work Hours	Recognition of WLB Support
Appropriate Subordinate Management	.224**	.144**	.191**	.135**
Management of WLB	.126**	0.030	.109**	.098**

** Statistically significant at 1%

³ The correlation coefficient indicates that the relationship strength between two variables is stronger as the coefficient is closer to 1. A coefficient of $0 \leq x \leq 0.2$ shows that these two variables have "no significant correlation", $0.2 \leq x \leq 0.4$ having "some correlation", $0.4 \leq x \leq 0.7$ having a "considerable correlation" and $0.7 \leq x \leq 1$ having a "strong correlation".

⁴ The effects of managers' satisfaction and the "Management of WLB" were not analyzed in detail during this study.