

# HRM Support Systems and Interpersonal Support and Communication for Japanese Working Carers to Continue their Jobs in their Companies: Qualitative Analysis with MAXQDA



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This study is conducted with the support of the Grant-in-aid for Scientific Research (B 16H03715: Representative Mai YAMAGUCHI) from Ministry of Education, Culture, Sports, Science and Technology of Japan



## 1. BACKGROUND

There are 3,463,000 working carers (Male=65.3%; Female=49.3% out of family carers). 99,000 people left their jobs to take care of their family member. Out of them, 24,600 workers had other jobs. (Data as of October 2017 [Ministry of Internal Affairs and Communications, 2018])

Quite a number of working carers cannot help moving to other organizations or giving up continuing their careers.  
Organizations lose precious workforce and human resources and many working carers may lose their economic base.

<Important Factors>

- \* HRM support systems
- \* Interpersonal support
- \* Communication in workplace

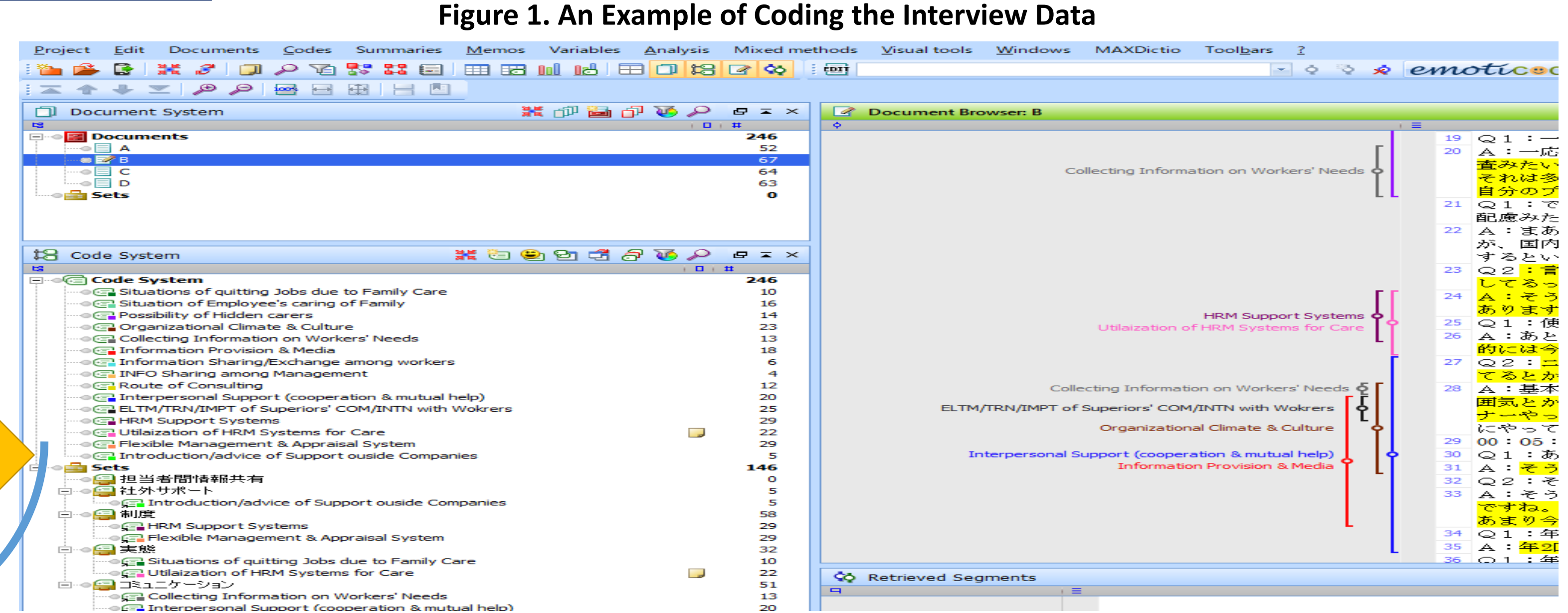
## 2. LITERATURE REVIEW & RESEARCH QUESTIONS



**R.Q.:** Could HRM support systems and interpersonal support and communication help Japanese working carers to continue their jobs in their companies?

## 3. METHODS

- Procedures**
  - 60-minute semi-structured interview research in September 2017
  - A Japanese subsidiary of the US entertainment company (A) & 3 Japanese (airline [B], electric [C], pharmaceutical [D]) companies in Tokyo
- An ethical process**
  - Approval from the Research Ethics Committee of the second author's university
- Data analyses**
  - Setting codes to the contents of the narratives
  - Examining the relations between the codes
  - Analyzing the data with MAXQDA functions of Code Matrix Browser, Document Comparison Chart, and Code Relations Browser



## 4. RESULTS

Table 1. Code Frequencies for all data

	Code	Frequencies	%
Working-carers' situations	Situations of quitting Jobs due to Family Care	10	4.07
	Situation of Employee's caring of Family	16	6.50
	Possibility of Hidden Carers	14	5.69
Organizational climate	Organizational Climate & Culture	23	9.35
	Collecting Information on Workers' Needs	13	5.28
	Information Provision & Media	18	7.32
Organizational communication	Information Sharing/Exchange among workers	6	2.44
	INFO Sharing among Management	4	1.63
	Route of Consulting	12	4.88
Interpersonal support & communication	Interpersonal Support (cooperation & mutual help)	20	8.13
	ELTM/TRN/IMPT of Superiors' COM/INTN with Workers	25	10.16
	HRM Support Systems	29	11.79
Organizational support systems	Utilization of HRM Systems for Care	22	8.94
	Flexible Management & Appraisal System	29	11.79
	Introduction/advice of Support outside Companies	5	2.03

Figure 2. Comparison of Code Frequencies among 4 companies

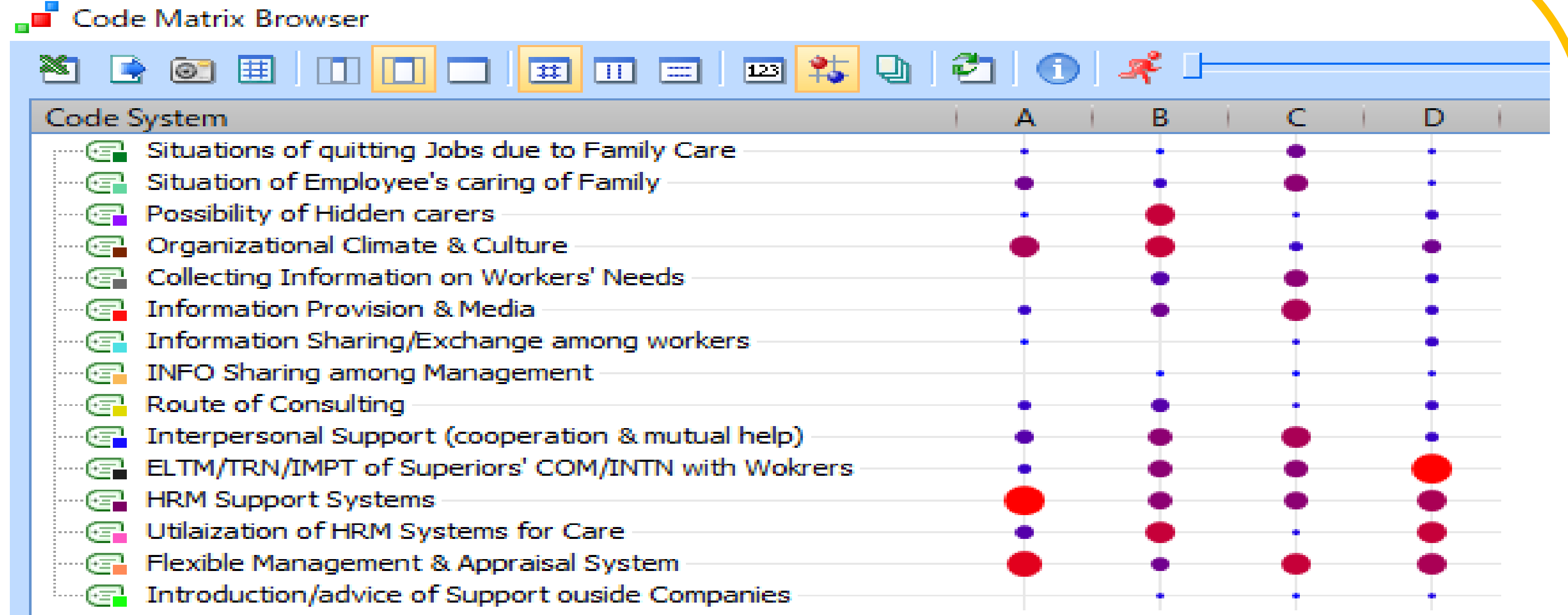
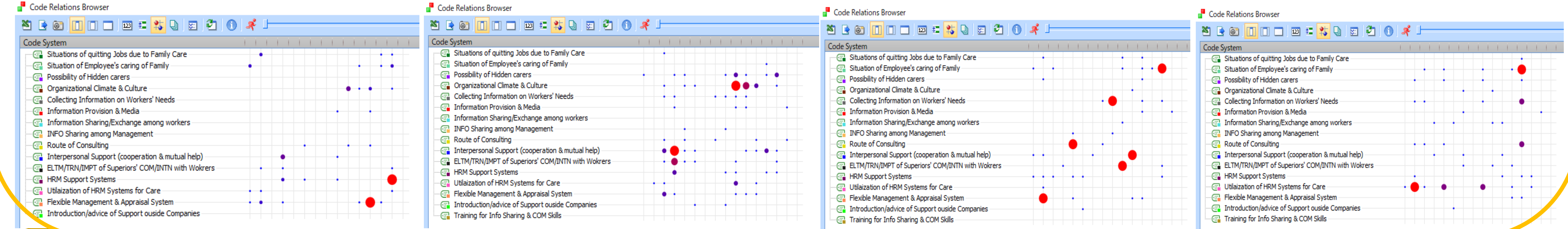


Figure 3. US entertainment company (A)

Figure 4. Japanese airline company (B)

Figure 5. Japanese electric company (C)

Figure 6. Japanese pharmaceutical company (D)



### Code Frequencies for All Data

Organizational-support systems = 34.55%; Interpersonal support = 18.29%; Organizational communication = 21.55%; Organizational climate = 9.35%

### Suggestions based on the Data Analyses

- (1) Japanese companies have some narratives on "collecting workers' needs" while the US entertainment company does not.
- (2) The US company emphasizes HRM support systems more strongly than Japanese companies while the latter emphasize superiors' communication skills/competence more strongly than the former.
- (3) A Japanese company has quite a few narratives on a possibility of the existence of hidden carers.
- (4) The data of the US entertainment company suggest that HRM support systems should be linked to flexible management and appraisal systems.
- (5) The data of Japanese airline company suggest that an organizational climate which promotes cooperation and mutual help among workers (i.e., interpersonal support in workplace) is crucial.
- (6) The data of Japanese pharmaceutical company suggest that the utilization of HRM support systems have some to do with the situation of employees' care of their family.
- (7) The data of Japanese electric company suggest the relationships between interpersonal support and superiors' communication, route of consulting and collecting information on working carers' needs, and flex management/appraisal systems and the situation of employees' care of their family.

Interpersonal support among workers and communication/interaction between superiors and working carers are also key factors.

Companies in Japan emphasize HRM support systems and its flexible management.

Organizational communication such as information sharing/provision are also important.

## 5. DISCUSSION

- \* The results confirmed the findings in previous studies that organizational support (specifically HRM support systems in this study) and supervisor communication are important factors for working carers to continue working at their companies.
- \* It is interesting to find that "hidden" carers can exist. One of the possible reasons for this may lie in Japanese' high-context communication styles and group-oriented cultural traits which nurture a workplace climate where workers hesitate to speak up their "private" situations.
- \* Therefore, (1) Japanese companies are active for collecting information on needs of working carers; and (2) Supervisors' communication skills/competence of facilitating upward communication are crucial in Japanese companies.

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