How women managers will change Japanese organizational management?
-Empirical studies of Japanese companies

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Agenda of the thesis

1. Comprehensive Introduction, Overview and The Study Design
2. Comprehensive Background/ PREVIOUS THEORETICAL PERSPECTIVES
3. Women As Drivers Of Japanese Firms’ Success: The Effect Of Women Managers And Gender Diversity On Firm Performance

4. The Gender Diversity –Firm Performance Relationship By Industry Type, Working Hours, And Inclusiveness : an Empirical Study Of Japanese Firms

5. "CEO's Leadership, Mediated By The Operating System And Line Managers’ Involvement Effect In The "GDM In HRM " -Business Case In US, Korean And Japanese Firms "

6. Comprehensive Discussion

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1. Introduction

• In the World Economic Forum’s Gender Gap Index of 2016 Japan ranked 111 out of 144 countries.

• A country’s competitiveness depends on its human talent—the skills, education and productivity of its workforce (Hausmann et al. 2013).

• This research focuses to dig into the paradox which causes the significant low ratio of women managers in Japanese firms compared to any other advanced OECD countries despite over the last three decades which are enough time to change management members and policies in firms, for that matter, firms have enough support policies for women’s continuous working after the child birth and raising children.
1. Overview and The Study Design

- Kawaguchi, A. (2015) saying, the erosion of Internal Labor Markets (ILMs) may not be an important driving force of gender equalization nor moving away from ILMs may not bring improving gender equality.

- to explore a in depth and in its real context to tackle a descriptive question:

- **Research Questions/Issues:** The mechanism through which HRM systems work to achieve higher women managers and eventually higher performance. Examine the mediating role of Strategic Orientation on the relationship between HRM systems, Flexible Organization and firm performance in a sample of Japanese firms (e.g; Budhwar & Debrah, 2009).

- Why and how the phenomenon of gender managerial positions influences firm performance outcome?

- We describe extent research on theoretical perspectives, characteristics, and impact of women managerial positions on firm performance at individual, organization and management level from the point of view of economic rationality.

- Why and what are female individual’s, line mgrs.’, management’s economic rationality?
2. Understanding Women Mgrs--Firm Performance Linkages: The mediation of HR effectiveness and strategic orientation Management system

HRM systems lead by CEO’s commitment as strategic orientation:
- Inclusiveness
- Less Overtime
- Fair Performance Management

HRM Outcomes (Competence, Commitment, Flexibility)(+)

Female Managers’ ratio(+) as HRM outcomes

HR effectiveness (+)

Individual female ees’ rationality(+)

Organizational Outcomes (Flexibility, Innovation) (+)

Product/Market Differ. (+) Cost Efficient. (+) Change mgt. (+)

Tobin’s q: Future value of Market Performance(+)

1. Results:

- This is the first comprehensive empirical study of women on managerial positions and firm performance in Japanese firms, incorporating and integrating research using 745 Japanese firms quantitative data and research in-depth interviews with large 1 Japanese Company A, 1 Korean company (Samsung Electric) and 1 US company (General Electric).

- "Women managers as HR outcomes, made flexible Organization and eventually "influence positively on long term market value, Tobin’s q, mediating in manufacturing industry, less overtime hours and inclusive culture leveraging fair and consistent HRM system lead by CEO’s strategic orientation management system."

- Especially the inclusive culture leveraging fair and consistent HRM system lead by CEO’s leadership is the biggest mediation factors under the environments through better use of the whole talent pool’s in managerial positions.

- And also the role of Senior Management’s and line managers’ leadership mediate to build the inclusive culture. GDM in organizations is not restricted to written policy but the commitment by CEO and “fair and consistent HRM system “support are essential. In addition, the notable result is the important influence of Senior management and line mgr’s behavior leveraging fair and consistent HRM system to bring GDM to life.
2. Background/Literature Review

Japanese context:

• Wakisaka (2007) : the influence equal employment policies and family friendly policies on firm performance and workplace productivity.

• Kawaguchi.A. (2009) : the discipline of managers by investors creates an environment in which it is easier for women to be active, and thereby produces more women managers in Japan.

• Kodama et., al. (2007) : a positive correlation between the proportion of women workers and corporate profits using firm-level cross-section data, and no correlation according to fixed-effect estimation using panel data in 1992, 1995-2001 in Japan.

• Kawaguchi, A. (2015) : establishments with Internal Labor Markets (ILMs) have significantly high gender inequality in their workplaces. Establishments with the lifetime employment system, the seniority wage systems, or the internal promotion system are likely to have large gender wage gaps, employ less female full-time workers, and have less female managers.

Statement of the problem or 'gap' in the research
Europe and America gender equality has penetrated deeply into moral values at social and individual level, and therefore, against a backdrop of legal compliance, women employment continuation is high.

→ But is the difference between Japan and Europe and America really only due to morality or culture???
3. Women As Drivers Of Japanese Firms’ Success:
The Effect Of Women Managers And Gender Diversity On Firm Performance

4. Theoretical Framework/Research Question

- **Research Questions/Issues:** Explore “Will women managers boost Japanese firm performance?” It presents empirical evidence to test, with a robustness check to eliminate the possibility of reverse causation, whether both greater gender diversity and women’s managerial participation are associated with improved firm performance for Japanese-listed companies, while separating out effects due to women managers from those due to women employees in general. Moreover, the curvature of these relationships is examined to estimate how they are modified, or even reversed, at higher levels of such participation and diversity.

- **Former research using Cross-Sectional OLS Regression Models to test diversity- firm performance:**

- Jehn, Northcraft, & Neale, 1999; Earley & Mosakowski, 2000; Shapcott, Carron, Burke, Bradshaw, & Estabrooks, 2006: have demonstrated these drawbacks as well.

- **H1.** Organizational gender diversity is positively related to firm performance.
- **H2.** Female managerial representation is positively related to firm performance.
- **H3.** Organizational gender diversity has a **concave curvilinear** relationship to firm performance.
- **H4.** Female managerial representation has a **concave curvilinear** relationship to firm performance.
4. Sample and Data

• The sample comprises 745 Japanese-listed companies contained in the CSR data of Toyo Keizai for the period 2005-2006 for 1,082 firms and the period 2011-2012 for 1,127 firms.

• Data on corporate governance and firm performance variables for 3,387 Japanese-listed companies are obtained from NEEDS (Nikkei Economic Electronic Databank System), as of the year 2012. *Tobin’s q* which is the measure of firm performance.

*Tobin’s Q=Total Market Value of Firm/Total Book Value of Assets. A high Q (greater than 1) implies that a firm’s stock is more expensive than the replacement costs of its assets, which implies that the stock is overvalued. This measure of stock valuation is the driving factor behind investment decisions in Tobin’s model. Widely viewed as the best measure of a firm’s market value” (Dobbin and Jung 2011).

• A separate set of lagged regressions was run, replacing the percentage of women managers employed, the difference of male and female service years, and a dummy variable for the existence of a diversity committee in 2012 with the corresponding data for 2006. The purpose of these models is to test the long-term effect of the presence of women managers on firm performance.
4. Methodology and Models

- **Cross-Sectional OLS Regression Models**: where $x_i$ are the control variables listed above, which are the same for every model and submodel, and Performance is Tobin’s q.

- See Appendix:

- Each equation is tested for five different choices of explanatory variable Diversity - female manager ratio (Model 1), female manager relative ratio (Model 2), female manager ratio 2006 (Model 3), manager gender Blau index (Model 4), and employee gender Blau index (Model 5). Equation B (used for Submodels 1B-5B) corresponds to the basic proposition that higher levels of gender diversity should lead to better firm performance - Hypotheses 1 and 2 - while Equation C corresponds to the hypothesized inverted U-shaped relationship - Hypotheses 3 and 4. Equation A, which lacks any of the explanatory variables and is the same for all Submodels 1A-5A, is included for comparison with the other submodels. Incremental F-tests are performed for the differences of the $R^2$ between Submodels A and B and B and C.

*As a measure of gender diversity generally, various metrics have been used in the literature, but the most common is the Blau index (Blau, 1977): $1 - \sum_{i=1}^{n} p_i$, where $p_i$ is the proportion of individuals of group $i$.
• Two-Stage Least Squares Regression Analysis (2SLS)
  
• Some of the above OLS regressions (Submodel B) are supplemented here with 2-stage least squares regression analysis (2SLS), (Theil (1953) and Bassmann (1957)).

• Generally, 2SLS is used to control for the possibility of endogeneity, for example, in the situation where not only could the female manager ratio affect Tobin’s q, but also Tobin’s q could affect the female manager ratio. If this is the case, estimation of Equation B using OLS can produce biased coefficient estimates. The following system of equation was estimated using 2SLS:

• See Appendix.

• Results: **Denied** the reverse causation which Tobin’q could affect the female manager ratio.
4. Results:

- H1. Organizational gender diversity is positively related to firm performance. → Supported.
- H2. Female managerial representation is positively related to firm performance. → Supported.
- H3. Organizational gender diversity has a concave curvilinear relationship to firm performance. → Supported.
- H4. Female managerial representation has a concave curvilinear relationship to firm performance. → Supported.

- Statistically significant positive relationships between firm performance and both the percentage of managers who are women and, more broadly, gender diversity, in both management and total workforce.
- The effect due to female managers appears to be independent of the proportion of women among all employees, with no evidence that a long lag (in excess of three years) might not be required.
- Moreover, the significance of this effect remained even when performing analyses that correct for possible endogeneity, making the possibility that the results are due to reverse causation unlikely. This is the “Black box” and need to dig the deep analysis in the next chapter.

A possible direction for future research: the various hypothesized mechanisms by which higher women’s managerial participation leads to better firm performance. Need to dig “black box.”

4. Background/Literature Review

MODERATING EFFECTS OF INDUSTRY TYPE

- Batt (2000): The simultaneous production and consumption of services means that services operations have considerably more customer involvement than manufacturing operations.

- Richard (2007): Compared to manufacturing firms, services firms require more marketing insight, such as a cultural knowledge of market segments. Furthermore, Richard et al. (2013) the services industries are best positioned to capitalize on the benefits of gender diversity due to the greater value of market insight to, and greater interaction among employees in firms of those industries.

- By contrast, Siegel and Kodama (2011): used a dichotomous classification of companies as manufacturing or services and showed that in Japan manufacturing firms in particular have benefited from hiring female executives and female managers, and that a significant part of the benefit may derive from cost savings.

- Ali et al. (2011): for Australian firms, the U-shaped gender diversity-performance relationship was stronger in services organizations than for manufacturing organizations due to the increased importance of customer involvement for service operations coupled with the ability of a gender-diverse workforce to facilitate effective interactions with both male and female customers.
MODERATING EFFECTS OF OVERTIME HOURS

● Simpson (1998) : “presenteeism,” as the tendency to stay at work beyond the time needed for effective performance of the job to demonstrate visible commitment in male-dominated organizations.

● Steinberg and Nakane (2012: the difficulties of this balancing act are reflected in the sharp drop-off in labor participation rates of women in their late twenties and early thirties.

● Yamaguchi (2014) : gender inequality in the proportion of managers in Japan and shows that it is less likely for college-graduate female employees to be promoted to manager than male employees with only a high school education, even when they have the same duration of employment. In addition, female employees are required to work longer hours than male employees to be promoted to managerial positions. This practice places a heavy burden on female employees who have children and domestic roles.

● firms prioritize meritocracy over presenteeism, one indication of which is the average amount of overtime per employee, and implement work-life balance and family friendly policies, female employees could enjoy more promotion opportunities and thus may be more motivated and committed to the organization, increasing their productivity, as pointed out by Pfeffer (1981).
4. Background/Literature Review

MODERATING EFFECTS OF INCLUSIVENESS

- Holien (2013): interacting with diverse others can be difficult and unpleasant and in particular that interactions with someone of different gender and race are associated with increases in negative emotions.

- Pless and Maak (2004): a *culture of inclusiveness* in an organizational environment that allows people with multiple backgrounds, mindsets and ways of thinking to work effectively together and to perform to their highest potential in order to achieve organizational objectives based on sound principles:

- Shore et al. (2011): how inclusive work groups and their antecedent conditions create greater equality and opportunities in the workplace for diverse people by affirming the unique contributions they offer and encouraging full participation in work group activities.

- Richard et al. (2013): inclusiveness in diverse groups can help an organization to avoid potential diversity pitfalls and obtain a superior diversity advantage. This study investigates how *culture of inclusiveness* may interact with gender diversity to influence organizational performance.

- This insight presents the potential for Japanese companies to shed light on the potential benefits by understanding this important segment of the workforce.
4. Hypothesis

**H 1a:** Industry type moderates the gender diversity–performance relationship such that positive effects of gender diversity are stronger for firms in service industries.

**H 1b:** Overtime hours moderate the gender diversity–performance relationship in such a way as to decrease the positive effects of gender diversity.

**H 1c:** Inclusiveness moderates the gender diversity–performance relationship in such a way as to increase the positive effects of gender diversity.

Figure 1. Proposed model of industry type, inclusiveness, gender diversity, and performance. Cf. Ali et al. (2011)
Our sample includes 745 Japanese listed companies contained in the CSR data of Toyo Keizai for both the period 2005–6 and the period 2011–12. This source provided data on the numbers of regular employees, regular female employees, and female and male managers, overtime hours, and intra-company diversity promotion organizations.

Data on Tobin’s q, in 2005, 2011, and 2012, which is our measure of firm performance, are from Bloomberg.

The two time lags enable us to investigate whether gender diversity takes 1 or 6 years to impact firm performance.

The choice of 2005 as the initial data point for gender diversity allows a maximum time lag of 6 years between diversity and performance using longitudinal data. The 2012 final data point for gender diversity is chosen because it provided a minimum time lag of 9 months between diversity and performance (cf. below). The two time lags enable us to investigate whether gender diversity takes 1 or 6 years to impact firm performance.

Inclusiveness is represented by a dummy variable for the existence of an intra-company diversity promotion committee or organization.

Average overtime hours worked per employee per month, is derived from Toyo Keizai’s surveys from 2006 and 2012.
4. Hierarchical Multiple Regression Analysis

The fundamental models tested via hierarchical regression analysis are of the following form:

\[ \text{Performance} = \beta_1 + \beta_2 x + \varepsilon \] (A)

\[ \text{Performance} = \beta_1 + \beta_2 \text{Diversity} + \beta_3 \text{Previous period} + \beta_4 x + \varepsilon \] (B)

\[ \text{Performance} = \beta_1 + \beta_2 \text{Diversity} + \beta_3 (\text{Diversity}) + \beta_4 \text{Previous period} + \beta_5 x + \varepsilon \] (C)

\[ \text{Performance} = \beta_1 + \beta_2 \text{Diversity} + \beta_3 (\text{Diversity}) + \beta_4 \text{Previous period} + \beta_5 \text{Diversity} \times \text{Moderator} + \beta_6 \text{Diversity} \times \text{Moderator} + \beta_7 x + \varepsilon \] (D)

where \( x_i \) are the control variables listed above, which are the same for every model and submodel, Performance is Tobin's q in 2012, and Previous period is the same performance measure from 2006.

Each equation is tested for 2 different choices of explanatory variable Diversity: female manager ratio in 2012 and in 2006.

Use hierarchical multiple regression to test all hypotheses, similarly to the methodology of Ali et al. (2011).
4. RESULTS

- **H1a**: on the moderating effect of industry type yielded strong results, more so with a shorter lag, but in the opposite of hypothesized. Manufacturing firms were found to significantly benefit to a greater extent from increasing gender diversity in management as compared to those in the service industries, and moreover the curvature of the relationship was also significantly higher for manufacturers. This is the opposite result to that found by Ali et al. for Australian firms, but accords with Siegel and Kodama’s (2011) conclusion.

- **H1b**: on the moderating effect of overtime hours were not as remarkable, but still were significant, particularly for the shorter time lag. The fewer average hours of overtime worked per employee the more firms were found to benefit from increasing gender diversity in management with the magnitude of the negative curvature of this relationship also being inversely proportional to the amount of overtime.

- **H1C**: on the moderating effect of having an organization for promoting diversity, but only for the longer time lag. Firms with such a diversity committee in place for 5 years or more show a greater sensitivity to gender diversity, benefitting more from increasing the employment of female managers, but also with more rapid deceleration of the effect as their numbers increase.
4. Conclusion:

- Manufacturers benefit to a greater extent from increasing managerial gender, and moreover the curvature of this relationship is significantly greater for manufacturers. That is, our results show a stronger and more sensitive U-shaped relationship between managerial gender diversity and Tobin’s q for manufacturers.

- Paradoxically, because female managers are underutilized at manufacturing firms relative to services firms, pioneering manufacturers can enjoy direct costs savings from the gender salary differential (Yamamoto and Matsuura 2014).

- Yamamoto and Matsuura (2014): Employees, regardless of gender, can best demonstrate their hidden potential abilities at workplaces following WLB policies and where there are many more mid-career hires. If firms can assign the appropriate person, regardless of gender, to the right position, eventually organizational productivity will improve and hence firm performance.

- Having established a committee for diversity promotion by 2006 did not show any impact on firm performance per se, even by 2012, but it did magnify the effect of gender diversity on Tobin’s q, providing support for Pless and Maak’s (2004) conjecture that a **culture of inclusiveness** is required for the benefits accruing to gender diversity to truly be realized. Thus establishing such a corporate culture would appear to be a necessary first step for a Japanese firm.
5. "CEO's Leadership, Mediated By The Operating System And Line Managers’ Involvement Effect In The "GDM In HRM " -Business Case In US, Korean And Japanese Firms "

5. Background/Literature Review

5-1. The role of line managers in GDM (Gender Diversity Mgt) in HRM

- Purcell et al. (2003) The role of line managers in bringing policies to life.
- Boselie et al. (2005): the role of line mgrs. Has been largely ignored in huge volume of research, still this fact does not deny that employees’ perception of HRM practices as they experience.
- Shen et al. (2009): effective DM (Diversity Mgt) through good HR practices and procedures leads to positive outcomes. Ineffective DM in HR is most likely to result in conflict, demotivation, higher employee turnover and low organization performance.
- Zhu, Chen & Spangler (2005): When designing GDM in HRM policies under CEO’s commitment, HR directors must take account of the fact that delivery is left to the line manager. Poorly designed or inadequate policies can be influenced positively by good management behavior in the same way as “good” GDM practices in HR can be negated by poor line manager’s behavior or weak leadership. There are positive relationships between transformational leadership and outcomes at the individual level and organizational level.
6. The research problem includes question: Hypothesis : at the strategic level, CEO is required to have a transformational leadership. At the tactical and operational level, organization should adopt a strategic management system on HRM. At all levels, line manager should be actively involved in GDM in HRM to survive global competitive market.

6. The research aim: Top management transformational leadership, inclusiveness commitment mediated by strategic management system on HRM and the role of line managers are positively associated with the GDM in HRM in US, Korea and Japanese firms in the workplace.

6. Methods and cases: In order to investigate this hypothesis in the micro organization context, a qualitative investigation was undertaken. A series of semi-structured interviews were conducted with the heads of the Human Resources Department of three large corporations:

- Japanese company A (called JA)
- US company, General Electric (called GE)
- Korean company, Samsung electric (called Samsung).

The filed-work took place in interviews were conducted between 2011 -2012, and their 2013 annual reports were also referenced. Semi-structured interviews were held with the Japanese company A, GE and Samsung Electric as below details by categories.
# 5-3. Companies’ comparison data

## Figure 1. Qualitative comparison data –Japanese company A, GE and Samsung Electric

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<tbody>
<tr>
<td>Biz</td>
<td>Electric</td>
<td>Electric (Congromarit)</td>
<td>Electric (Congromarit)</td>
</tr>
<tr>
<td>Employees #</td>
<td>200K (45% overseas)</td>
<td>300K(55% overseas)</td>
<td>340K (54% overseas)</td>
</tr>
<tr>
<td>History</td>
<td>140 yrs</td>
<td>135 yrs</td>
<td>Samsung Group 75 yrs</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Samsung Electric 45 yrs</td>
</tr>
<tr>
<td>Overseas sales ratio</td>
<td>58%</td>
<td>60%</td>
<td>87%</td>
</tr>
<tr>
<td>Female BOD #/BOD #</td>
<td>1.3 % (external BOD only. No female Executive officer)</td>
<td>30% (internal promotion)</td>
<td>6.1 % (22 women by internal promotion) Female Executive officer 13.8% (internal promotion) .Commitment to be 10% female talent promoted to BOD in 10 yrs.</td>
</tr>
<tr>
<td>Female mgr #/mgrs #</td>
<td>3.8% in Japan (289 ees) (General Mgrs’ ratio: 2.1%, 62 ees)</td>
<td>31%. (cf)18% in GE Japan (2014).</td>
<td>11.8% in Korea</td>
</tr>
</tbody>
</table>
5-4. Overall HR practice

**Japanese company A (JA):** New grad hire, long term employment, male dominate workforce, Engineering first. Hire Master of Science talents. Main training is On the Job Training (OJT) and Stratified training. It is requirement to make amicable arrangement in the same workplace considering working as peers for several decades.

**GE:** Meritocracy, world top class of the productivity /head count. Invest 10million $/year for leadership training. Top-down by CEO, but every organization has a leader to have accountability for Profit/Loss. Across region, tribes, nationality, the commitment to act and execute once the company made directions and always being required to check results. nurturing talent and leadership through the delegation of responsibility and deployment of powerful incentives.

**Samsung:** Meritocracy, Human asset first, Long-term investment for Creative, Ambitions and Global Professional HR. Focus on sharpening the expertise of future-oriented employees. Promote significant delegation to make decisions quickly. Lee KH (CEO) makes a decision only when really important. Their culture is strict reward and punishment HR. Labor and management will work together to enhance the organizational culture under the mottos of Work Smart, Think Hard, and Build Trust and build an ideal workplace where all individuals can unleash their creativity.
5-5. The role of HR department and system

**JA:** HR department has traditional operational role to manage labor and employment. Under the circumstances of no horizontal transfer across business, the head of business and Sr. managers have the authority of HR. There is easy to tuck good talent in their own business to achieve the short term goals.

**GE:** There is Session C which is the tactical level of HR operating system to identify high potential talent regardless gender nor races. Organization development HR team deep dive as a strategic partner and lead the transparent information of talent across organizations.

**Samsung:** HR department is coordinating between diversified stakeholders and support to improve the capabilities of organization. There is “T (task force) - up team” system which aim to tackle the tactical objectives across the company and expected to solve them in the short time period. High potential talent is specified being involved as the tactical operating system as it is not easy for sr. managers to hide the top talent or prejudice in the organization.

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5-6. Recruitment and selection

**JA:** No gender discrimination for hiring, but meritocracy. Half of new hire employees are female, but science female students are less than 20%. Under the pressure by UN Global Compact, hired one female external board. With CEO’s strong commitment, they thrive to spread the awareness on the importance of diversity for both employees and those outside the company.

**GE:** Since 90’s, Jack Welch, ex-CEO, had implemented strategically to utilize female talent to transform GE’s culture. Early training for female is to assign challenging task. The potential of leadership is important than experiences and skills to be promoted. Non-continuous career is not handicapped. There are many role models and no gender biased in the assignment, development and promotion. Now, GE see diversity and inclusiveness as an essential part of our productivity, creativity, innovation and competitive advantage.

**Samsung:** Since 90’s, Lee KH had announced the key policy to Utilize female talent, but in reality, since 2000’s Lee KH reinforced to hire female 30% in all hired. succeeded to promote female VP as internal promotion. There are several female talent pipeline to promote executives. As internal promotion. There are 22 executive officers. After 2013, there is a plan to promote doubling plan of Female executives and planned to appear female president. Corporate direction is to upgrade policies and systems, remove factors what may cause inequality, and provide active support for people with diverse traits to work creativity.
5-7. Average age of promotion to be Executive Officers

JA: Above 53 y/o after 30 years’ experiences. Not preferable to be promoted very early due to disturbing the balance in the organization. Almost all university graduate employees can promote to be managers. After 20yr’s experiences, it means no difference up to Manager level. On the other hand, the promotion to be General managers. Above has severe competition, therefore, managers are exposed to severe competition, tend to be longer working hours and try to achieve short term target of own dept.

GE: Around 45 y/o. Jeff Imelt (current CEO) promoted to be officer at 33 y/o. The youngest officer was female 32 y/o. She has been experienced highest position in the several organizations across GE. (40’s working mother who has 3 children.)

Samsung: Korean men has mandatory military services, so business career starts 25-6y/o, after 20yrs’ experiences, promote to be Executives (ave.46 y/o). Female talent can enjoy starting business career 5 years earlier than male. Lee KH has utilized Strategic meritocracy, early promotion and good incentive to make employees motivate and early promotion.
5-8. Transformational leadership style

**JA:** Being good at to improve the current inefficiency and review the minor revision of complementary system. Within the limited resources, there are more losing by changing. The transformation with pain can be carefully promoted with enough transitional measures. Rapid reforms are not welcomed by organization.

**GE:** “Creative destruction” is the competency of leaders. The change management leadership is required. To appraise such a leadership competency make accelerate the transformation of organization.

**Samsung:** “Change all other than your wife and Children” (Lee KH, 1993). After the Asia Currency crash, Korean and Samsung labor Market dramatically changed to be mobile. Lee (2012) pointed the HR department changed to be strategic partner and lead to improve the capabilities of organizations.
5-9. Develop women leaders’ system at U.S. company GE

- Two unique their operating mechanism system: Session C and the GE Women's Network (GEWN).
  High potential female talents are recognized through Session C process by the senior management and HR department and their workplace managers push the top female talents to build up leadership experience in GEWN.

- During the 1980s, Welch, initiated a great shift toward globalization and pulled the company's bureaucratic organizational. As the process for doing so, he made a major course change toward a management strategy that made active and broad use of previously-untapped minorities, women, and local human resources, in order to win in diverse global markets. Behind this lay Welch's great management strategy of uncovering once-buried diverse human resources with his own eye, leveraging these to break down an existing bureaucratic organizational (Nakagawa, 2011).
Samsung instituted performance evaluations. Behind this change was management’s judgment that the company would decline with the continuation of previous forms of evaluation that involved favoritism and seniority.

The workplace was transformed from a place where gender discrimination was practiced to a place where careful, thorough management based its decisions on peoples’ abilities, so that they would be motivated and would compete with each other.

The committee continued to strive for transparent promotion criteria devoid of prejudice. These new arrangements gave them quite a boost, and raised the motivation of all female employees. In addition, senior management formulated a training and promotion plan for female managers that considers long-term career paths for excellent women. Behind HR that have been cultivated by many years of reform as a strategic system, a corporate culture that puts abilities first has taken root, but the HR dept’s careful management with respect to the employment of women has also made a large contribution.

When female employees have passed through a certain level of education and training, the HR Dept validates the results with a thoroughly conducted evaluation as strategic operating system.

If any department does not get concrete results from its employment of women, senior management of that dept is held accountable.
5-11. Conclusion : JA, GE and Samsung’s qualitative research

• Intensive interviews made clear what sort of problems are occurring within the organization at the Japanese Company A, and also revealed that the problems of asymmetrical of information and misaligned interests among the CEO, senior management, and managers are also having a considerable effect.

• Verified that GE & Samsung CEO's transformational leadership, mediated by strategic operating system, and the execution of inclusiveness can realize transformation in evaluation systems, and may effect improvement in the "GDM in HRM" phenomenon.

• Moreover, as the company's evaluation system places weight on the achievement of short-term benefits for managers' own divisions, signs of retaining talented human resources within managers' own divisions are apparently. These contribute greatly to the alignment of interests between senior management and managers.

• The management strategy system for an organizational transformation process and sustained growth. We have seen from the case studies that are skillfully enabling strategic operating system that accompanies the execution of inclusiveness and strong transformational leadership by senior management. Japanese companies should learn from this strategic, tactical and operational level HR operating system to execute CEO’s commitment and at all levels, line managers should play a more important role in GDM in HRM.
6. Comprehensive Discussion: “black Box” how women managerial positions influences Management system and firm performance outcome.
Dig into the depth case study of GDM in HRM

･定量分析では、女性管理職とトービンQの間に、強い影響が見られた。特に製造業で顕著である。製造業が顕著に活用していなかったため、繊細に反応していると考えられる。しかしながら、なぜタイムラグが必要なのか？については、女性管理職比率を市場は経営の代理指標として敏感に見ていることも考えられる。

･因果関係のブラックボックス解明には、より深い組織入り込んだ検証が必要であると考え、仮説をもって、日本企業JA社、米企業GE社、韓国企業サムスン電子社、人事本部長クラスに半構造インタビューを実施した。

･そこで聞き取れたことは、トップマネジメントの変革的リーダーシップと包容力のある職場文化にたいするコミットメントが、GDMにポジティブに影響し、特に事業部長、現場管理職の役割がそこに影響していることがわかった。

･GDMは、職場のルールとして書かれた施策ではなく、CEOの変革型法力のあるリーダーのシェフが不可欠であることが分かった。そして、日本JA社には、それを現場に浸透させる役割を持つべき事業部長と現場管理職が壁になっていることも聞き取れた。

･包容力のある文化の理論に当てはめると、日本企業も、企業業績を伸ばせるような職場文化づくりをめざすという点で、これから改善すべき点も多い。例えば、公正な評価制度、CEOのコミットメントを職場に確実に浸透させるためには、GE社、サムスン社にあるモニタリングとインセンティブの制度のシステム化などが考えられる。

･これらの研究の結果として、私のインプリケーションは、女性管理職比率は、戦略的経営システムと効果的人事制度運用がうまく実現しているかどうか、つまり、企業業績にポジティブに影響する代理指標としてとらえられるのではないか、という点である。女性活用の企業収益への影響は、当初は調整コストが先に出て、長期的にプラスに変わるので、単年度利益のROA、ROEでは効果は出ずマイナスとなるが、長期をみる株価でプラスとして出るのであろう。経営戦略→人事戦略→女性活用アップ→柔軟な組織→業績という説明、つまり仲介しているのは組織の変化と考えられる。よって、CEOは、女性管理職比率を上げることだけを目標にするのではなく、企業業績を上げるために、どういう組織になるべきかをよく考えたうえで、経営戦略の一つとして、公正な性差のない人事処遇、評価制度を打ち出し、それを確実に実行していくことだ。組織文化が変わっていく、その結果の一つとして、女性管理職が育成され登用、結果として、製品サービスの質向上、生産性向上、イノベーションが、結果的に企業業績を上げていくというメカニズムをリードしていくべきではないか？「多様性をもって、多様性を制す」である。
Chapter 3


Wakisaka, A. (2001). Shigoto to katei no ryoritsu shien seido no bunseki: Joshi koyo kanri chosa wo mochiite [Analysis of systems to support the balancing of work and family using the basic survey on women’s employment management]. In Koyo keisaku no keizai bunseki [Economic analysis of employment policies], pp. 195–224. Tokyo, Japan: University of Tokyo Press.


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Chapter 5


