

**Does the Heterogeneity in Employment Arrangements  
Affect the Complaint Procedure, Promotion and  
Nonstandard Workers' Job Satisfaction in Japan?**

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## **Keywords:**

Nonstandard Workers, Degree of Nonstandard Workers in Employment Arrangement, Promotion Systems, Complaint Procedure, Nonstandard Workers' Job Satisfaction, Japan

## **Abstract:**

This study focuses on the relationship amongst the heterogeneity in work arrangement, job satisfaction, the existence of promotion system and complaint procedure. From the results, this study suggested that the degree of nonstandard workers in work arrangement has some effects on nonstandard workers' job satisfaction. In high degree of nonstandard workers to all workers in an organization, the degree of nonstandard workers has a negative effect on their job satisfaction, and, in low degree of nonstandard workers has a positive effect on their job satisfaction. Also, the existence of promotion systems for nonstandard workers has positive effects on their job satisfaction. On the other hand, the existence of complaint procedure doesn't have effects on job satisfaction.

## **Background**

There had been some structural changes in Japanese labour market in the 1990 and 2000. One of the changes is the increasing of nonstandard workers. Also, in Japan, the use of nonstandard workers has been increasing in work places in a few decades. With this situation in Japan, also in U.S. and other countries, the use of nonstandard work arrangement is becoming increasingly common in recent days (Kalleberg, 2000; Kalleberg, Resklyn and Hudson, 2000; Broschak and Davis-Blake, 2006). The proportion of nonstandard workers in Japan was 34% in 2009. In U.S., the proportion of nonstandard workers was estimated to be 33 percent (Houseman and Polivka, 2000). Also, as Connelly and Gallagher (2004) pointed, nonstandard work arrangement has been gaining popularity among Canada, EU and parts of Asia. With the increasing of nonstandard workers, the employment structures have been changing.

In general, firms should pay attentions to their workers' satisfactions, because it might cause the reductions of motivation to work, turnovers and laziness if their workers have dissatisfaction. Moreover, nonstandard workers tend to have more dissatisfaction because, in general, it seems that nonstandard workers' commitments to their organizations are less than standard workers' commitments. In fact, it is usual that there are many problems, like dissatisfaction and complaints in their workplaces. If they are neglected, they might cause the decline of corporate performance through the reductions of motivation to work, turnover and laziness. Also, if their dissatisfaction and complaints are serious, they should report to their supervisor (and/or trade union), and firms (and/or trade unions) should provide some procedure for resolving these problem. Regarding standard workers, they have some advantages in resolving these problems because they have more programs/procedures for them than nonstandard workers. To reducing these problems, firm should provide the climate that facilitates open-communications and the participation in decision-making.

However, in case of resolving the problems/complaints that nonstandard worker has, it is more important to consider their position in workplaces because they are in the boundary regions comparatively and they have thin networks with supervisor/manager, who should deal with those problems/complaints. In this situation, it is difficult for nonstandard workers to solve the problems by informal means, for example, communication with supervisors, and they need to have formal means/procedures for

resolving those problems. Also, for nonstandard workers, it is effective for solving the problems to be promoted to standard worker. Therefore, the promotion system and complaint procedure should be needed for resolving nonstandard workers' problems. In this paper, it focuses on the relationship amongst job satisfaction, the existence of promotion system and complaint procedure.

In previous researches about employment arrangement of standard workers and nonstandard workers, it has two viewpoints from the employers: One is the viewpoint of human resource architectures, another is the viewpoint of standard workers' attitudes. On the viewpoint of human resource architecture, the use of such arrangements is commonly advocated as a way of providing organizations with greater staffing flexibility to allow them to respond more effectively to compete in product markets, changes in technology, restructure in capital markets, and to grow fluctuations in labour demand (see Lepak and Snell, 1999). From the viewpoint of standard workers' attitudes, organizations' use of temporary workers adversely affects standard workers' loyalty, job satisfaction, and perceptions of manager-employee relations, because of threats to their perceived job security, the use of part - time workers has no such effect (Banerjee and Tolbert, 2008). Also, the use of nonstandard workers may result in unanticipated costs for firm, including the reduction of standard employees' loyalty, intentions to stay with organizations, and work-related helping behaviour (see Davis - Blake, Broschak and George, 2003, Broschak and Davis-Blake, 2006). Some studies focus on the creation of in-group/out-group relations and a concomitant hostile social environment (e.g. Geary, 1992).

In fact, using nonstandard workers can enhance organizational flexibility and allow firms to stabilize employment relationships for its standard workers (Broschak and Davis-Blake, 2006). However, the difference of type of employment (e.g. standard workers, contract workers, part-timers) leads to the compartmentalization which has in-group/out-group (Webstar et al, 2007). In previous researches (e.g. Webstar et al, 2007; Banerjee and Tolbert, 2008), those researches have been administrated in presupposition that nonstandard workers is out-group. However, this presupposition has led to the difficulty for resolving nonstandard workers' problems because they have been regarded as out-group and as persons who are unwilling to take part in in-group and to adapt to workplace.

In this situation, although there are many researches about the heterogeneity in work arrangement and job satisfaction, there are not abundant researches about the

relationship amongst the existence of promotion system and complaint procedure, job satisfaction. Moreover, although they are important for future labour markets, which is considered it will facilitate to use nonstandard workforce, the relationship is one of the unexamined issues. Therefore, in this study, it focuses on the relationship amongst the heterogeneity in work arrangement, job satisfaction, the existence of promotion system and complaint procedure. Actually, it might be more important to reveal the actual examples, which shows the practical use of promotion system and complaint procedure, than to reveal the relationship amongst them, but, it is also important to analyze these effects on nonstandard workers' job satisfaction by quantitative research because we have to perceive the effects by them before we use and research the contents/practices of systems and procedure.

### **Previous Researches and Hypotheses**

In this part, it provides some previous researches related with this paper's objectives. This section includes: the existence of complaint procedure and promotion system, work arrangement, job satisfaction(s). After the review and theory development, it set hypotheses in this study. In this paper, 'Nonstandard workers' is defined as those who do not work on a fixed, full - time schedule under an employer's direct supervision on a presumptively indefinite basis, it includes part - time workers, independent contractors, employment agency hires, and temporary or contingent workers.

Employees, who perceive deterioration in their work environment, can respond in one of three ways: exit, voice, or loyalty (Hirschman, 1970). In this context, 'voice' is the means as an attempt to change his/her workplace conditions, sometimes by acting through a third party such as a trade union (Davis-Blake et al, 2003). The researches about voice, such as a complaint procedure, have not been popular, compared to all researches in industrial relations and/or work organizations. In the rack of researches, Davis-Blake et al (2003) focused on unionization as one important mechanism for employees' voice but it focused on the effects on standard workers. However, there is no research focused on the use/existence of "voice" systems by nonstandard workers. Therefore, this study focuses on the existence of complaint procedure as an attempt to improving workplace/work conditions for nonstandard workers.

In fact, in Japan, it is not common that workers use complaint procedure. Although there are the systems of complaint procedure, which is like in US, in many companies, little workers use the systems (Shirai, 1982). The reason of this situation is that there is negative impression for complaint and dissatisfaction against work environment in Japan (Shibata, 2000). Also, as for problems which are not serious or are easy to solve by themselves, employees tend to consult with their managers about the solutions for them, and many problems have been solved by these unwritten procedure. Nitta (1988) pointed that the demands of union members had almost implemented through labour-management consultations, and unions had high and strong voices. However, labour-management consultations have high threshold for nonstandard workers because nonstandard workers tend to be out-group in their workplace (Webstar et al, 2007) and these situations make some thresholds for using labour-management consultations. Thus, for nonstandard workers' complaints, complaint procedure systems are needed. Shibata (2000) suggested that Japanese workers tend to consult with his/her supervisors/team leaders about the dissatisfaction and complaint rather than using complaint procedure, however, workers not always satisfy with the results of dealings. Of course, these situations should be problematic, but, based on Shibata (2000), the complaint procedure exists in the majority of Japanese companies. However, Shibata (2000) and other researches (e.g. Shirai, 1982; Nitta, 1988), they have not focused on the existence of complaint procedure for nonstandard workers in Japanese companies yet.

Also, Sato (2011) pointed the "exit or promotion" as the solution of nonstandard workers' complaint. Exit involves their voluntarily separate from firms as the solution of their complaint and dissatisfaction (Farrell, 1983), and Davis-Blake et al (2003) argued that the increased responsibilities and reduced job security and opportunities created by workforce blending increase exit and voice amongst *standard workers*. On the other hand, Kimura (2011) suggested that nonstandard workers are put outside trade union and they don't profit from the services by trade union because they are not covered as targets by trade union, also if they are union members, nonstandard workers are regarded as out-group because of historical context of trade union, that is, trade union had been confining union members to standard workers. In this situation, however, some trade unions started to include nonstandard workers in their unions in Japan (RIALS, 2011). Although it seems that trade unions, which included nonstandard workers, have been increasing because the number of nonstandard workers in work arrangement has been increasing, institutional arrangements and practices for

nonstandard workers have been affected by the power balance between in-group (standard workers) and out-group (nonstandard workers). Also, for solving dissatisfaction and complaint in the gap, out-group's desire for promotion might be increasing. In this situation, also, the existence of complain procedure and promotion systems for nonstandard workers might have been affected by the numerical power relationship between standard workers and nonstandard workers in work arrangement. Therefore, voice and promotion are affected by the degree of ration of nonstandard workers in work arrangement, I set hypothesize:

*Hypothesis 1: The degree of ratio of nonstandard workers in work arrangement cause the difference of existence of (1) promotion systems and (2) complaint procedure.*

In the researches in 1980, on social identify theories (e.g. Tajfel and Turner, 1986; Turner, 1987), the differences in work arrangement produces the same kind of in-group/out-group attitudes and behaviour. As mentioned above, this study focuses on job satisfaction, and job satisfaction is affected by workers' attitudes. Davis-Blake et al. (2003) examined how a blended workforce affected exit, voice, and loyalty amongst standard workers, and they found that workforce blending worsened relations between manager and employees, decreased standard employees' loyalty, and increased their interest both in leaving their organizations and in exercising voice through unionization. But, they also pointed these effects were contingent on whether the nonstandard workers were temporary or contract and on the salary and responsibilities of standard workers. It suggests that it is important for a blended workforce to prevent workers from decreasing loyalty, and also important for it to have voice procedure for complaint resolution in workplaces. Broschak and Davis-Blake (2006) examined how proportions of individuals in standard and nonstandard work arrangement affected work group members' relationship with supervisors and co-workers and intentions to leave their organizations. They concluded that higher proportions of nonstandard workers were associated with less favourable attitudes toward supervisors and peers, increased turnover intentions, and decreased work-related help behaviours. Banerjee and Tolbert (2008) examined about the effect of the degree of heterogeneity in employment arrangement associated with increasing use of part-time workers/temporary workers for the job security perceptions/the work attitudes of standard workers by the 2004 British

Workplace Employment Relations Survey (WERS, 2004) and pointed out that increasing the use of temporary workers is more likely to negatively affect perceived job security, and thus work attitudes, than increasing use of part-time workers. They argue that organizations should exercise caution in integrating temporary workers into their employment systems, paying particular attention to the impact of personnel practices such as using temporary workers as a substitute for hiring new standard workers or hiring agency temporaries to screen for regular positions.

Rousseau (1995) pointed that the use of nonstandard workers threatens standard workers' "psychological contracts" with their employers and limits coordination, and learning, shared values with co-workers. Job satisfactions are multidimensional psychological responses to one's job (Hulin and Judge, 2003). However, there are a little researches that focus on the effect on nonstandard workers' job satisfaction by the use of nonstandard workers, compared to the effect by standard workers (e.g. Davis-Blake et al, 2003). Job satisfaction is significant for all workers, including nonstandard workers. In the context of corporate performance, although previous researches argued that job satisfaction has a weak positive link with performance (Brayfield and Crockett, 1955; Laffaldano and Muchinsky, 1985), Judge et al (2001) provided the meta-analysis that found a strong and positive link between performance and job satisfaction, also positive links between performance and job satisfaction is an important outcome and it is perhaps even so for nonstandard workers (Davis-Blake et al, 2003, Kalleberg, 2000; Kalleberg et al, 2000, Dickson and Lorenz, 2009). In general, it suggested that organizations which have nonstandard workers might face problems such as low productivity and high turnover rate caused by job satisfaction of nonstandard workers, and some researchers pointed improving job satisfaction of nonstandard workers as one of ways to combat the problems (e.g. Judge et al, 2001; Koys, 2001). Dickson and Lorenz (2009) examined several relationships between psychological empowerment and job satisfaction of temporary and part-time nonstandard workers and they pointed out that meaning and impact (cognitions of psychological empowerment) are positively associated with job satisfaction of nonstandard workers. Like these, job satisfaction of nonstandard workers is an important factor for firms, especially firms which have a certain nonstandard workers.

However, like promotion systems and complaint procedure, job satisfaction of nonstandard workers might have been affected by the degree of nonstandard workers in work arrangement. Job satisfaction linked to experiencing positive relationship with co-workers (Berta, 2005), that is, the relationship with other workers in workplace is

important for workers. It suggests that the heterogeneity in work arrangement affects on job satisfaction of nonstandard workers because the heterogeneity affects on human relationship in workplace by numerical power balance. Therefore, the degree of ratio of nonstandard workers in work place affects on their job satisfaction, I set hypothesize:

*Hypothesis 2: The degree of ratio of nonstandard workers in work arrangement affects on job satisfaction of nonstandard workers.*

Also, if the degree of nonstandard workers affects on the existence of promotion systems and complaint procedure, the existence of them might affect on job satisfaction through the perceptions for them. Therefore, I also set hypothesize:

*Hypothesis 3: The degree of ratio of nonstandard workers in work arrangement affects on job satisfaction of nonstandard workers through the perceptions for the existence of promotion systems and complaint procedure.*

===== **Figure 1 around here** =====

## **Methods**

### **Data**

I test my hypotheses using the data by Research Institute for Advancement of Living Standard (RIALS, 2009), and I examines the relations amongst the heterogeneity in employment arrangement, the existence of promotion systems and complaint procedures, nonstandard workers' job satisfaction. The survey had been administrated on the web from 8<sup>th</sup> to 10<sup>th</sup> of September in 2009 in Japan. It collected survey data from 6450 workers who were research monitors, including standard workers, part-timers, contract workers and dispatched workers (see Table 1). Also, it had about 50 survey

items, which were for work and life, the promotion system, job training, the opinion for trade union, the complaint procedure and career vision.

===== Table 1 around here =====

## Measures

### Setting of Variables

Before the analyses, I need to set adequate variables for the analyses. The objective in this study is examining (1) whether the degree of nonstandard workers affects on the existence of promotion and voice (or not) and (2) whether the degree of nonstandard workers and the existence of promotion/complaint procedure have effects on nonstandard workers' job satisfaction (or not). Therefore, in case (1), dependent variable are the existence of promotion systems and complaint procedure, and independent variable is the degree of nonstandard workers in work arrangement, also in case (2), dependent variable is job satisfaction, and independent variables are the degree of nonstandard workers in work arrangement and the existence of promotion systems/complaint procedure. Also, I set control variables, which are selected as the effective variables in this study.

### Dependent Variables

The data has questionnaire about job satisfaction(s). The questionnaire includes: the degree of satisfaction for current income, the stability of income, working hour(s), holidays, workload, the degree of difficulty of work, the stability of employment, the chance of knowledge/skill acquisition, human relations with superior(s), human relations with colleague(s), work and life. All questionnaires have four scales: 1= Dissatisfy, 2= Slightly dissatisfy, 3= Slightly satisfy, 4= Satisfy. When all 12 items were composed and tested, the composite scale has high appropriateness (Cronbach  $\alpha$ = 0.878).

## **Independent Variables**

The independent variables are the degree of nonstandard workers in work arrangement, the existence of promotion system and complaint procedure. In this study, I focus on the degree of nonstandard workers, and I separated the degree of nonstandard workers into three categories; low degree, middle degree, high degree. In 2009, the ratio of nonstandard workers to all workers is 34% in Japan, thus, I set the firm which has 0 – 30 % nonstandard workers to all workers as low degree of nonstandard workers, the firm which has 31-60 % nonstandard workers to all workers as middle degree of nonstandard workers and the firm which has 61-100% nonstandard workers to all workers as high degree of nonstandard workers. As for promotion systems, the variable is based on employees' responses to "Is there trade union in your firm?" (Yes=1, No=0). As for complaint procedure, the variable is based on employees' responses to "Is there complaint procedure in your firm?" (Yes=1, No=0).

## **Control Variables**

This section shows the control variables used in this study. They includes: gender, age, educational level, the size of firm, the type of employment, industry.

### **Gender**

In this data, the number of female was 51.4% and the number of male was 48.6% (Male: 3135, Female: 3315, Total: 6450) in all workers, including standard workers. Understandably, Gender was measured by a simple dichotomous question. In this analysis, it made the gender dummy variables. It was set: Female=1.Male=0.

### **Age**

As Spreitzer (1996) suggested that the age might be related to psychological empowerment of nonstandard workers, in other words, older nonstandard workers, who have been more experienced, might feel empowered though a greater sense of competence (Dickson and Lorenz, 2009). Also, it has some possibility that the age affects job satisfaction.

### **Education Level**

The workers, who have been well-educated, might feel more competent, and it might be related to psychological empowerment (Spreitzer, 1996). It might have possibility that well-educated workers have less satisfaction for working as nonstandard workers. In this analysis, it made the education level dummy variables. It is set: High-educated=1, others=0. In this study, high-educated person means the person who graduated from university and/or graduate school.

### **The Size of Firm**

In this data, it has the variety of firm sizes, thus, they were separated into Large/Not large by the firm size. The firms which have over 1000 employees were regarded as large firms, and the firms which have below 1000 employees were regarded as not large firms. It is set: Large firms=1, not large firms=0.

### **The type of Employment**

The survey administrated to workers in all type of employment, and it needs to separate these workers into each type of employment. In this analysis, it made the dummy variables for type of employment, and they are set as part-timer dummy, contract worker dummy, dispatched worker dummy.

### **Industry**

As for industry, the survey administrated to workers in all industries, and it needs to separate these workers into each industry because in each industry it might have the differences for the standard way of employment, which have been caused by the characteristics of each industry. I set some dummy variables: Construction industry, manufacturing industry, retail industry, food/restaurant service industry, service industry, education and health industry. The reason why I picked them up is that these industries in Japan have some flexibility caused by the press and slack of business, and these industries use many nonstandard workers.

## **Results**

Table 2 shows descriptive statistics and correlations, and table 2-1 shows the numbers of nonstandard workers in each degree. I tested my hypotheses using the regression analyses in three patterns, which were separated by the degree of nonstandard workers in the heterogeneity in work arrangement. Table 3, 4, 5, 6 and 7 show the results of regression analyses.

===== Table 2 and Table 2-1 around here =====

===== Table 3 and 4 around here =====

Table 3 shows the result of the effects by the degree of nonstandard workers on the existence of promotion and complaint procedure. Model 1, 2 and 3 tests Hypothesis 1 (1). Model 1 shows the results in case of low degree of nonstandard workers, low degree of nonstandard workers has positive effects on the existence of promotion systems. Model 2 shows the results in case of middle degree of nonstandard workers, middle degree has no effect on promotion, Model 3 shows the results in case of high degree of nonstandard workers, high degree has a negative effects on the existence of promotion. Also, all models in large companies have negative effects and all models in food service industry have positive effects on the existence of promotion systems. In low and high degree of nonstandard workers, food service industry has positive effects on promotion. From these results, in low and high degree of nonstandard workers, the degree of nonstandard workers has effects on promotion systems. Therefore, Hypothesis 1 (1) is partly supported in low and high degree.

In high degree of nonstandard workers, working as nonstandard workers is common, and it might not cause the demands for promotion because there might be some fairness and little dissatisfaction with the gap between standard workers and nonstandard workers. In high degree of nonstandard workers, originally, the majority of workers is nonstandard workers and there is little gap in treatments, thus, nonstandard workers don't need promotion systems. In low degree of nonstandard workers, on the other hand, working as nonstandard workers is minority in the organization, and the systems for solving the gap between standard and nonstandard workers might have not

been prepared yet, because promotion is the problem only for standard workers and nonstandard worker are out-group in promotion.

Model 4, 5 and 6 tests Hypothesis 1 (2). Model 4 shows the result in case of low degree of nonstandard workers, large company has a positive effect on the existence of complaint procedure. In Model 5 and Model 6, it shows the same results, however, the degree doesn't affect. From these results, Hypothesis 1 (2) is not supported.

The degree of nonstandard workers doesn't have effects on the existence of complaint procedure, however, in company size, large company has positive effects on the existence of complaint procedure, compared to small and medium companies. This means that the rules for complaint procedure are provided in large companies. However, we should note that coefficients of determination in all models are small.

===== **Table 5 around here** =====

Table 5 shows the result in the case of low degree of nonstandard worker. Model 7 tests Hypothesis 2 in the case of low degree of nonstandard workers. Model 7 shows that low degree of nonstandard worker has a positive effect on nonstandard workers' job satisfaction. Therefore, Hypothesis 2 in low degree of nonstandard workers is supported.

Also, Model 8 tests Hypothesis 3 in low degree of nonstandard workers. Model 8 shows that low degree of nonstandard worker has a positive effect on nonstandard workers' job satisfaction with the existence of promotions. However, the existence of complaint procedure doesn't effect on job satisfaction. Therefore, Hypothesis 3 in low degree is partly supported.

In both models, female tends to have high job satisfaction in low degree of nonstandard worker, and the age has a negative effect on nonstandard workers' job satisfaction. Model 7 and 8 show nonstandard workers in manufacturing industry tend to have low job satisfaction. Also, Model 8 shows that nonstandard workers in food/restaurant service industries tend to have low job satisfaction.

===== **Table 6 around here** =====

Table 6 shows the results in middle degree of nonstandard worker. Model 9 tests Hypothesis 2 in the case of middle degree of nonstandard workers, and Model 10 tests Hypothesis 3 in middle degree of nonstandard workers. Model 9 and 10 don't tell the effects on job satisfaction by nonstandard workers in work arrangement. Therefore, Hypothesis 2 and 3 in middle degree are not supported.

Model 9 and 10 say that female tends to have high job satisfaction in middle degree of nonstandard worker and nonstandard workers in manufacturing industry tend to have low job satisfaction. Model 10 shows the existence of promotion system has some positive effect on nonstandard workers' job satisfaction, on the other hand, Model 9 shows that the age has some negative effect on nonstandard workers' job satisfaction. Also, Model 10 shows that nonstandard workers in food/restaurant service industry tend to have low job satisfaction.

===== **Table 7 around here** =====

Table 7 shows the results in high degree of nonstandard worker. Model 11 tests Hypothesis 2 in the case of high degree of nonstandard workers in work arrangement, and Model 12 tests Hypothesis 3 in high degree. High degree of nonstandard workers in work arrangement has negative effects on nonstandard workers' job satisfaction. Therefore, Hypothesis 2 and 3 in high degree is supported (negative affects).

Model 11 and 12 show that female tends to have high job satisfaction in middle degree of nonstandard worker, and the age has negative effects on job satisfaction in both models. Model 12 shows the existence of promotion system has a positive effect on nonstandard workers' job satisfaction. Also, nonstandard workers in manufacturing industry tend to have low job satisfaction in both models, and Model 12 shows

nonstandard workers in food/restaurant service industry tend to have low job satisfaction.

From the results of all models in Table 5, 6 and 7, in low and high degree of nonstandard workers in work arrangement, Hypothesis 2 is supported and Hypothesis 3 is partly supported. However, in high degree of nonstandard workers, these effects are negative effects. In low degree, female and the existence of promotion systems have positive effects on job satisfaction. However, age has negative effects on job satisfaction, also, job satisfaction of nonstandard workers in manufacturing industry is low. In high degree, female and the existence of promotion systems have also positive effects on job satisfaction, also, age and manufacturing have negative effects on job satisfaction. From these results, in general, manufacturing industry and age has negative effects on job satisfaction, that is, older nonstandard workers' job satisfaction are low, on the other hand, female and the existence of promotion systems have positive effects on job satisfaction.

Female has high job satisfaction because they select nonstandard work voluntarily. In fact, half of nonstandard workers selected nonstandard work because they can work flexibly as their wishes (RIALS, 2011). As for the positive effects of promotion systems, as Sato (2011) pointed, the promotion systems are behaved as the solution tools of nonstandard workers' complaint.

## **Conclusion and Discussion**

One of the difficulties in the study of nonstandard workers is that the relationship of nonstandard workers' employment can vary greatly across the firms (Smith, 2001). In this paper, I focused on the heterogeneity in work arrangement and nonstandard workers' job satisfaction. Low degree of nonstandard workers in workplace has a positive effect on nonstandard workers' job satisfaction, and high degree of nonstandard workers in workplace has a negative effect on their job satisfaction.

These results are contrary to my anticipations. In general, organizational climate has some effects on job satisfaction. Job satisfaction(s) are multidimensional psychological responses, including cognitive (evaluative) (Charles and Judge, 2003), and organizational climate has some effects on their cognitions. If there are many

nonstandard workers in an organization, the systems, like promotion and salary, tend to be friendly with nonstandard workers because the creation of organizational climate (and systems) greatly depends on the configuration of members and their characteristics. However, Kimura (2011) suggested that nonstandard workers are put outside trade union. Also, if there is no system for solving their problems in high degree of nonstandard workers, nonstandard workers cannot have job satisfaction. It needs the other systems, excluding promotion and complaint procedure, for solving problems in nonstandard workers. However, the use of nonstandard work arrangement is becoming increasingly common in recent days (Kalleberg, 2000; Kalleberg, Reskin and Hudson, 2000; Broschak and Davis-Blake, 2006), and in Japan some trade unions started to include nonstandard workers in their unions in Japan (RIALS, 2011). But, in this situation, institutional arrangements and practices for nonstandard workers might have been still affected by the power balance between in-group (standard workers) and out-group (nonstandard workers) (Webstar et al, 2007). Therefore, regardless of high degree of nonstandard workers, their job satisfaction tends to be low.

As for promotion systems, 26 percents of nonstandard workers hope to be standard worker using these promotion systems (RIALS, 2011), and the promotion variables have positive effects on nonstandard workers' job satisfaction. In this situation, nonstandard workers tend to be satisfied with the existence of promotion systems, which they can use. As for complaint procedure, 25 to 42 percent of nonstandard workers (Part-timers: 41.7%, Contract workers: 31.4%, Dispatched workers: 24.9%) response 'there is no complaint procedure' (RIALS, 2011), also, half of them response 'I don't have complaint and dissatisfaction, which need to use some complaint procedure' and one-third of them response 'I feel the problems doesn't solve even if I use complaint procedure'. This situation might be problematic because there might be an atmosphere they cannot express complaint and dissatisfaction they have.

This study has some limitations. First, in this paper, all analyses are based on the response by individuals' perception variables, that is, self-reported data for the existence of promotion and complaint procedure. Thus, the data has some missing values for this analysis, for example, 'I don't know whether complaint procedure is in my workplace or not'. Second, it couldn't do deep investigation about realistic operations of complaint procedure and promotion systems because of the limitations of variables in promotion and complaint procedure. Third, in this paper, it doesn't test the effects, by the degree of nonstandard workers, on each job satisfaction variables, which are the variables of satisfaction for: current income, working hour(s), holidays, workload, difficulty of work,

the stability of employment, the chance of knowledge/skill acquisition, human relations with superior(s), human relations with colleague(s), work and life. Second and third limitations will be resolved in future researches.

This study has some limitations. However, this study suggested that the degree of nonstandard workers in work arrangement has some effects on nonstandard workers' job satisfaction. In high degree of nonstandard workers, the degree of nonstandard workers has a negative effect on their job satisfaction, and, in low degree of nonstandard workers has a positive effect on their job satisfaction. Also, the existence of promotion systems for nonstandard workers has positive effects on their job satisfaction. On the other hand, the existence of complaint procedure doesn't have effects on job satisfaction. In future, nonstandard workers must be increasing in Japan, and for this situation we might need to set another procedure, excluding complaint procedure, for solving nonstandard workers' complaint and dissatisfaction.

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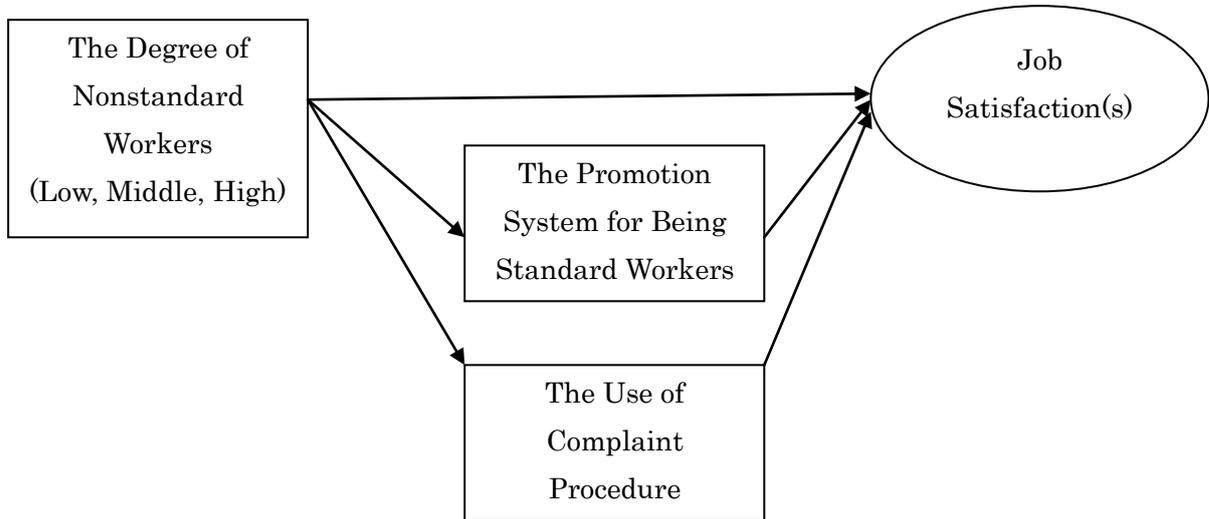
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## Figure and Tables

**Figure1. Analytic Model in This Study**



**Table 1**  
**Sample of this data**

	Female	Male	total
Standard Worker	818	900	1718
Part-Timer	826	737	1563
Contract Worker	809	744	1553
Dispatched Worker	858	737	1595
Others	4	17	21
total	3315	3135	6450

**Table 2. Descriptive Statistics and Correlation Matrix**

Variable	N	Mean	S.D.	1	2	3	4	5	6	7
1 Low degree	4034	0.39	0.48							
2 Middle degeree	4034	0.28	0.45	-0.505 **						
3 High degree	4034	0.32	0.46	-0.556 **	-0.436 **					
4 Promotion	4034	0.28	0.17	0.075 **	0.015	-0.083 **				
5 Complaint	3917	0.21	0.14	-0.026 *	0.004	0.023	0.002			
6 Gender	6450	0.51	0.5	0.06 **	0.003	-0.066 **	-0.079 **	0.002		
7 Part-timer	6450	0.24	0.43	-0.165 **	-0.063 **	0.233 **	0.021	-0.009	0.016	
8 Contract	6450	0.25	0.43	-0.183 **	0.064 **	0.129 **	0.104 **	0.002	0.008	-0.318 **
9 Dispatched	6450	0.25	0.43	-0.055 **	0.119 **	-0.057 **	-0.122 **	-0.026 *	0.027 *	-0.324 **
10 High-Educated	6450	0.4	0.49	0.023	0.018	-0.041 **	0.022	0.016	-0.132 **	-0.094 **
11 Large company	6450	0.22	0.41	-0.083 *	0.063 **	0.025	-0.032 *	0.028 *	-0.023 *	-0.168 **
12 Construction	6450	0.04	0.21	0.132 **	-0.037 **	-0.101 **	-0.002	-0.026 *	0.035 **	-0.047 **
13 Manufacturing	6450	0.21	0.4	0.054 **	0.036 *	-0.091 **	-0.011	0.012	-0.136 **	-0.152 **
14 Retail	6450	0.09	0.28	-0.075 **	-0.054 **	0.13 **	-0.003	-0.01	0	0.184 **
15 Food service	6450	0.03	0.17	-0.092 **	-0.055 **	0.149 **	0.077 **	-0.001	0.011	0.237 **
16 Service	6450	0.31	0.46	-0.008	0.01	-0.001	0.001	0.013	0.015	-0.047 **
17 EducationHealth	6450	0.11	0.32	-0.042 **	0.053 **	-0.008	0.024	-0.001	0.138 **	0.075 **
18 Job satisfaction	6450	30.61	7.03	0.74 **	0.023	-0.099 **	0.149 **	0.001	0.196 **	0.002

**Table 2. Descriptive Statistics and Correlation Matrix**

	8	9	10	11	12	13	14	15	16	17
1										
2										
3										
4										
5										
6										
7										
8										
9	-0.323 **									
10	-0.005	-0.021 *								
11	0.049 **	0.097 **	0.11 **							
12	-0.04 **	-0.006	-0.056 **	-0.04 **						
13	-0.08 **	0.122 **	0.008	0.098 **	-0.109 **					
14	-0.025 *	-0.089 **	-0.059 *	-0.015	-0.066 **	-0.155 **				
15	-0.059 **	-0.088 **	-0.055 **	-0.049 **	-0.038 **	-0.091 **	-0.055 **			
16	0.04 **	0.005	0.047 **	-0.001	-0.144 **	-0.34 **	-0.205 **	-0.12 **		
17	0.037 **	-0.089 **	0.094 **	-0.087 **	-0.077 **	-0.182 **	-0.11 **	-0.064 **	-0.24 **	
18	-0.014	-0.015	0.022 *	0.035 **	0.029 *	-0.02	-0.019	-0.006	-0.027 *	0.057 **

**Table 2-1**  
**Number of Nonstandard workers**

The Degree of Nonstandard Workers in Work Arrangement	Number of Nonstandard Workers
Low Degree	1582
Middle Degree	1144
High Degree	1308
total	4034

**Table 3**  
**The Effects on Promotion Systems**

Variables	Promotion Systems		
	Model1	Model2	Model3
Low Degree of Nonstandard Worker	0.078 ***		
Middle Degree of Nonstandard Worker		0.024	
High Degree of Nonstandard Worker			-0.096 ***
Large Company D	-0.048 *	-0.055 **	-0.053 **
Construction D	0.023	0.29	0.021
Manufacturing D	0.025 *	0.026	0.021 **
Retail D	0.04	0.037	0.047
Food/Restaurant Service D	0.09 ***	0.086 ***	0.096 ***
Service D	0.04	0.038	0.04
Education&Medical D	0.037	0.035	0.035
Adjusted R2	0.013	0.008	0.016
n	1582	1144	1308

**Table 4**  
**The Effects on Complaint Procedure**

Variables	Model4	Model5	Model6
	Complaint Procedure		
Low Degree of Nonstandard Worker	-0.02		
Middle Degree of Nonstandard Worker		-0.001	
High Degree of Nonstandard Worker			0.022
Large Company D	0.046 **	0.047 **	0.047 **
Construction D	-0.023	-0.025	-0.023
Manufacturing D	0.022	0.021	0.022
Retail D	0.006	0.008	0.005
Food/Restaurant Service D	-0.022	0.001	-0.003
Service D	0.027	0.027	0.028
Education&Medical D	0.009	0.01	0.011
Adjusted R2	0.002	0.002	0.003
n	1582	1144	1308

**Table 5**  
**Low Degree of Nonstandard Worker**

Variables	Model7		Model8	
	Job Satisfaction			
Low Degree of Nonstandard Worker	0.085	***	0.069	***
Gender D	0.221	***	0.237	***
Age	-0.063	***	-0.042	*
High-Educated D	0.021		0.02	
Large Company D	-0.014		-0.008	
Part-Timer D	0.097		0.064	
Contract Worker D	0.054		0.018	
Dispatched Worker D	0.068		0.051	
Construction D	-0.005		-0.1	
Manufacturing D	-0.057	*	-0.063	**
Retail D	-0.018		-0.022	
Food/Restaurant Service D	-0.035		-0.046	*
Service D	-0.032		-0.039	
Education & Health D	-0.015		-0.019	
Promotion System			0.156	***
Complaint Procedure			-0.001	
Adjusted R2	0.066		0.089	
N	1582		1582	

**Table 6**  
**Middle Degree of Nonstandard Worker**

Variables	Job Satisfaction	
	Model9	Model10
Middle Degree of Nonstandard Worker	0.018	0.013
Gender D	0.231 ***	0.245 ***
Age	-0.058 **	-0.038
High-Educated D	0.022	0.021
Large Company D	-0.021	-0.014
Part-Timer D	0.081	0.05
Contract Worker D	0.035	0.002
Dispatched Worker D	0.057	0.042
Construction D	0.001	-0.006
Manufacturing D	-0.056 *	-0.062 **
Retail D	-0.021	-0.025
Food/Restaurant Service D	-0.039	-0.05 *
Service D	-0.035	-0.041
Education & Health D	-0.017	-0.021
Promotion System		0.163 ***
Complaint Procedure		-0.005
Adjusted R2	0.065	0.085
n	1144	1144

**Table 7**  
**High Degree of Nonstandard Worker**

Variables	Model11		Model12	
	Job Satisfaction			
High Degree of Nonstandard Worker	-0.099	***	-0.079	***
Gender D	0.22	***	0.236	***
Age	-0.06	**	-0.04	*
High-Educated D	0.021		0.02	
Large Company D	-0.017		-0.011	
Part-Timer D	0.096		0.064	
Contract Worker D	0.044		0.01	
Dispatched Worker D	0.054		0.04	
Construction D	-0.006		-0.011	
Manufacturing D	-0.061	*	-0.066	**
Retail D	-0.013		-0.018	
Food/Restaurant Service D	-0.031		-0.043	*
Service D	-0.033		-0.039	
Education & Health D	-0.019		-0.023	
Promotion System			0.154	***
Complaint Procedure			-0.001	
Adjusted R2	0.068		0.09	
n	1308		1308	