

2021 Doctoral Dissertation (Abstract)

**Change of Job Description and Its Objective and Subjective Evaluation
after Admission to Silver Human Resources Center
—Analysis focused on men from white-collar occupations—**

UEHARA MOMOMI

Purpose

As mentioned above, the Silver Human Resources Center has been implementing various measures for elderly people who join the center in order to prevent mismatches regarding the content of work after joining the center. In the first place, work for a better life provided by the Silver Human Resources Center should be distinguished from work in the general labor market in terms of the significance of its activities. Nevertheless, as in the general labor market, there are many jobs such as "conventional weeding work, pruning of trees and plants, and organizing bicycles in bicycle parking lots. It is pointed out that "a mismatch is occurring. However, it has not been clarified whether or not this mismatch is actually occurring at the Silver Human Resources Center.

Therefore, we thought that we should confirm whether the mismatch of white-collar workers actually occurs at the Silver Human Resources Center, which provides employment for the purpose of living, and examine whether this mismatch affects their subsequent withdrawal from membership and adjustment.

The purpose of this dissertation was to clarify the following three points in order to verify the issue. (1) the percentage of members from white-collar occupations who faced mismatches after joining (the percentage of members who worked in jobs that were not white-collar occupations), (2) the occurrence of mismatches after taking into account the job content desired by members from white-collar occupations, and (3) the effect of mismatches on membership withdrawal (objective evaluation) and job satisfaction (subjective evaluation). (3) The effect of mismatch on the adjustment to resignation (objective evaluation) and employment (subjective evaluation). (3) The effect of mismatch on resignation (objective evaluation) and adjustment to employment (subjective evaluation).

Study1

Changes in the content of work accompanying admission to the Silver Human Resources Center and its subjective evaluation

—Analysis focused on the withdrawal of men from white-collar occupations—

Method

Subjects of analysis

The "previous occupations of the members" were classified according to the Japanese Occupational Classification of the Ministry of Internal Affairs and Communications. The "previous occupation of members" was classified according to the Japanese Occupational Classification of the Ministry of Internal Affairs and Communications (MIC). In this study, members who have been members for less than two years were defined as new members. In this study, 1,459 male new members from these white-collar occupations were included in the analysis.

Statistical analysis method

First, the percentage of members who worked in non-white-collar jobs (i.e., blue-collar jobs, etc.) was shown to confirm the occurrence of mismatches only in actual jobs. The distribution of the four groups (WW/WB/BB/BW) classified according to the difference between the desired job type and the actual job type was then shown to confirm the occurrence of mismatch after taking into account the desired job type of those from white-collar jobs. Then, the difference between the attrition rate due to the actual job type and the attrition rate due to the difference between the desired job type and the actual job type was analyzed by the χ^2 test. Then, we analyzed whether the mismatch between the actual and desired job types affected the attrition rate using binomial logistic regression analysis with the forced imputation method. The details of the variables used in the binomial logistic regression analysis are as follows: Objective variable: the presence or absence of membership withdrawal, explanatory variables: the difference between the actual job type and the desired job type and the actual job type, and adjustment variables: age and center size.

Result

The percentage of members who worked in non-white collar jobs was 80.8% (table 1). As a result of categorizing the subjects according to the difference between their desired and actual jobs, the percentage of members who fell into the mismatch (WB group) was 13.1%. The distribution of the other groups was 6.6% in the WW group, 67.6% in the BB group, and 12.6% in the BW group.

The resignation rate of members engaged in non-white-collar jobs was 8.0%, and there was no statistically significant difference between the resignation rate of members engaged in blue-collar jobs and those engaged in white-collar jobs ($\chi^2 = 0.35$). The resignation rate of the WB group was 8.9%, which was not statistically significantly different from the resignation rate of the other groups ($\chi^2=4.15$). The withdrawal rates of the other groups were 14.4% in the WW group, 9.3% in the BB group, and 7.1% in the BW group. The results of binomial logistic regression analysis, in which the presence or absence of attrition (attrition=1.00) was the objective variable, showed no effect of mismatch on attrition either in the analysis of actual job type alone or in the analysis of the four groups considering desired job type.

Consideration

Actual situation of mismatch

The percentage of members who were engaged in blue-collar jobs after joining the Silver Human Resources Center was 80.8%, and only 13.1% of these members were engaged in blue-collar jobs, hoping for white-collar jobs, which has been pointed out as a policy mismatch. In the first place, the percentage of members who desired white-collar jobs was low, indicating that people from white-collar jobs who join the Silver Human Resources Center do not necessarily desire white-collar jobs. Therefore, in the Silver Human Resources Center, where it is pointed out that there are few types of jobs desired by people with white-collar occupations, most people with white-collar occupations do not wish to work in white-collar occupations in the first place, and the incidence of mismatches among people with white-collar occupations in the Silver Human Resources Center is also small. The incidence of mismatch among those from white-collar jobs at the Silver Human Resources Center was also small. Therefore, it can be said that the mismatch at the Silver Human Resources Center is not so serious as to be pointed out as a policy issue.

It is difficult to believe that changes in the consciousness or characteristics of people from white-collar occupations alone can curb membership withdrawal, and it can be said that the

various efforts made by the Silver Human Resources Center as a countermeasure against mismatches have been successful. As mentioned in the introduction of this paper, the Silver Human Resources Center is making various efforts to prevent a mismatch between white-collar workers and those who are working for a living. The fact that there were many members in the present study who desired jobs other than white-collar jobs (BB group and BW group) suggests that efforts made before joining the center minimize the incidence of mismatches.

Effect of mismatch on membership withdrawal (objective evaluation)

As mentioned earlier, the resignation rate of members who were mismatched was extremely low at 8.9%, and there was no statistically significant difference when compared to the resignation rate of other members. The results of multivariate analysis showed no significant association between mismatch and withdrawal, and it is unlikely that mismatch could be a factor in withdrawal. With regard to the suppression of membership withdrawal, not only efforts before joining but also efforts after joining may have an effect. The Silver Human Resources Center holds training sessions and seminars for members who are going to take up new jobs. The instructors of the training sessions and workshops are members who have been engaged in the job for a long time, and they provide detailed guidance that is possible only with those who have experience in the field. The training sessions and workshops may also help members to interact with each other through these opportunities, and it is very possible that the training sessions and workshops help members to adapt to their jobs and make new friends.

Limitations of this study

First, we were not able to ascertain whether or not the subjects were working at places other than the Silver Human Resources Center. Secondly, we were not able to ascertain the health level of the subjects. At the Silver Human Resources Center, there is no age limit for membership. Therefore, even though this study was limited to new members, the oldest of the subjects was 83 years old. Since the study included elderly members, there is a possibility that their deteriorating health led to their withdrawal from the center. Third, we could not take into account the existence of unemployed persons who are said to exist in the Silver Human Resources Center. Fourth, we were unable to grasp the reasons for the withdrawal of the members.

Study2

Changes in the content of work accompanying admission to the Silver Human Resources Center and its objective evaluation

—An analysis focusing on men from white-collar occupations' evaluation of the significance of their activities—

Method

Method of selection of new members from white-collar occupations and number of subjects for analysis

In this study, 98 male new members from white-collar occupations were selected as the subjects of analysis. The method of selecting new members and those with white-collar jobs was the same as in Study 1.

Statistical analysis method

First, we reconfirmed the result obtained in Study 1 that there was no mismatch among those with white-collar jobs in the Silver Human Resources Center. For this purpose, we also showed the percentage of members who were engaged in non-white-collar jobs in Study 2, and confirmed the occurrence of mismatches only for actual jobs. Then, in order to confirm the occurrence of mismatch (percentage of WB group) after taking into account the job content desired by those from white-collar occupations, we showed the distribution of the four groups classified according to the difference between the desired and actual occupations.

Next, we analyzed the differences in the scores of the evaluation of the significance of activities by the actual job type and the differences in the scores of the evaluation of the significance of activities by the difference between the desired job type and the actual job type using a t-test for the former and an analysis of variance for the latter. Then, we analyzed whether the mismatch between the actual and desired occupations affected the evaluation of the significance of the activity using multiple regression analysis. The details of the variables set in the multiple regression analysis are as follows (objective variables: scores of "social relationship expansion" and "selfish desire," explanatory variables: the difference between the actual job type and the desired job type and the actual job type, adjustment variables: age, subjective sense of well-being, the existence of employment

outside the Silver Human Resources Center, and activities other than employment at the Silver Human Resources Center).

Results

Percentage of members who worked in non-white-collar jobs and occurrence of mismatches considering the type of job desired

The percentage of members who worked in jobs that were not white-collar jobs was 74.4%. The percentage of members who had a mismatch based on their desired job type (WB group) was 12.2%.

Evaluation of the significance of the activities of members who engaged in non-white-collar jobs and members who were mismatched in terms of their desired jobs

The scores for the evaluation of the significance of activities of the members who engaged in non-white-collar jobs were 6.3 (± 1.3) for "Selfish desires" and 8.1 (± 1.7) for "Expansion of social relationships", and only the score for "Expansion of social relationships" was significantly different from that of the members who engaged in white-collar jobs ($F=0.89$, $p<0.05$). .05).

The scores of the members in the mismatch group (WB group) were 5.9 (± 1.5) for "Selfish desire" and 7.9 (± 1.7) for "Expansion of social relations", and there was no statistically significant difference between the scores of the WB group and the other groups.

The results of the multiple regression analysis showed that there was no significant relationship between the "selfish desire" and the evaluation of the significance of the activity depending on whether or not the member engaged in a non-white-collar job, but the evaluation of the "expansion of social relations" tended to be significantly lower for members who engaged in blue-collar jobs ($\beta = -0.21$ ($\beta = -0.21$, $p<0.05$)). However, in the analysis considering the desired occupation, there was no significant effect on the evaluation of "expansion of social relations" for members who fell into the mismatch category (WB group) compared to the WW group, but there was a tendency for the evaluation of "selfish desire" to be significantly lower ($\beta = -0.32$, $p<0.05$).

Considerations

Actual situation of mismatch

Among the subjects in Study 2, the percentage of members from white-collar occupations who were engaged in non-white-collar job contents after joining the Silver Human Resources Center was very high at 74.4%, and the percentage of members who fell into the mismatch category (WB group) considering their desired occupation was very low at 12.2%, similar to Study 1. The results indicated that the number of members was small. Therefore, comparable results were obtained even if different Silver Human Resource Centers were targeted. This suggests that the problem of mismatch of members from white-collar occupations, which is pointed out to be occurring in the Silver Human Resources Center, is not as serious as pointed out as a policy, and the same can be said for the Silver Human Resources Center as a whole.

Effect of mismatch on the meaning of activities (subjective evaluation)

In contrast to the analysis focusing on the actual job type, which showed no significant relationship with the scores, the scores of "Selfish Desires" tended to be significantly lower in the mismatched group (WB group). It can be inferred that many of the subjects who had been engaged in white-collar jobs during their working years were not familiar with physical labor, such as organizing bicycles at bicycle parking lots and weeding, which corresponded to blue-collar jobs at the Silver Human Resources Center in this study. In particular, it has been pointed out that the male members of this study may misjudge the amount of work suitable for working while maintaining their health, and changing to an unfamiliar occupation may have lowered their evaluation of "health maintenance and promotion" as a component of "selfish desires."

Since there is a risk that a mismatch in consideration of the type of work desired may lower the evaluation of "selfish desires" of those from white-collar occupations who join the Silver Human Resources Center, the employment counseling sessions held by the Silver Human Resources Center should be focused on these members. As mentioned above, many people from white-collar jobs have not experienced physical labor such as organizing bicycles at bicycle parking lots or weeding. At the Silver Human Resources Center, training sessions and seminars are held for each job, and workers are carefully lectured on work methods. On the other hand, there seems to be a lack of suggestions on how to work in a way that is easy and does not interfere with one's health. Based on the results of this study, it is necessary to take measures to focus on fatigue management and health management of members who are from white-collar occupations and engage in physical labor, such as

blue-collar occupations, and it is also necessary to review the contents of conventional employment counseling sessions, workshops, and seminars with a focus on health management.

On the other hand, the evaluation of "expansion of social relations" was not significantly related to the mismatch in consideration of the desired job type. However, there was a tendency for the evaluation to decrease when members were engaged in jobs that were not white-collar jobs. Therefore, it is necessary to devise ways to prevent the evaluation from decreasing by proactively providing opportunities for group work and interaction among members for members who came from white-collar jobs and are engaged in blue-collar jobs.

Limitations of this study

This study had the following limitations. First, the significance of the activities at the Silver Human Resources Center was used as a variable to determine whether or not they could adapt to changes in the content of work. Second, we were not able to accurately grasp the status of participation in activities other than work at the Silver Human Resources Center. Third, the method of selecting the target centers was insufficient. Fourth, although we examined whether the change in work content would affect the evaluation of the significance of the activities, we could not refer to the process of evaluation.

General Discussion

Relevance of pointing out the mismatch between white-collar jobs and rewarding employment

It was confirmed that the number of members from white-collar occupations who were engaged in white-collar occupations was small, and the percentage of members who desired white-collar occupations at the time of joining but were unable to engage in such occupations was also extremely small. Therefore, it cannot be said that the mismatch is as serious as pointed out from a policy standpoint at the Silver Human Resources Center, which provides employment for living. Therefore, with regard to the point about the mismatch of people from white-collar jobs to the Silver Human Resources Center, it would be better to review the policy that the Silver Human Resources Center needs to increase the number of white-collar jobs.

Evaluation of the Silver Human Resources Center's Mismatch Prevention Measures and Future Issues

As mentioned above, the work for a better life provided by the Silver Human Resources Center has a different character from that of labor in the general labor market and has various meanings other than economic activities. As a part of these efforts, the Silver Human Resources Center holds briefing sessions for those from white-collar occupations to prevent mismatches after joining the center, and holds employment counseling sessions, training sessions, and workshops after joining the center.

In this study, the fact that the number of mismatches after joining the program among those who came from white-collar occupations was extremely small suggests that these efforts to prevent mismatches have been successful.

In this study, the percentage of those who wished to change their job was very high, about 80%, which is very different from the situation of the general elderly population. This difference from the situation of the general elderly population may be due to the fact that the characteristics of employment for life and the work that the Silver Human Resources Center can provide are carefully explained at the orientation meeting before the start of employment.

This point is attributed to the nature of the Silver Human Resources Center, which differs from other employment organizations in that it is a job for life, and tries to respond to the multifaceted employment motives of the elderly. The organizational significance of the Silver

Human Resources Center and its efforts should be reevaluated from the perspective that the philosophy and efforts of the Silver Human Resources Center are preventing the mismatch of people from white-collar occupations, which has been an issue in recent years.

On the other hand, the possibility that mismatches may reduce the subjective evaluation of "selfish desires" needs to be addressed in the future. In addition, the evaluation of "expansion of social relations" was not significantly related to the mismatch in consideration of the desired job type. However, there was a tendency for the evaluation to decrease when the members were engaged in non-white-collar jobs. Therefore, it is necessary to devise ways to prevent the evaluation from decreasing by proactively providing opportunities for group work and interaction among members for members who came from white-collar jobs and are engaged in blue-collar jobs.

Limitations of this study and future tasks

Finally, I will discuss the limitations and future issues of this study. First, the survey does not categorize the subjects beyond their white-collar occupations, and it does not refer to their abilities. Second, it is necessary to examine women from white-collar occupations in the same way as in this study.