

## "Research on Initial Career Paths to Promote Active Participation"

### Results of the panel survey on the transition of consciousness and action for the first three years

National Women's Education Center, Japan

#### About the research

##### Research objective

Work environments that new graduates face influence their later career formation and lifestyle for both men and women. In order to raise women's career consciousness and promote empowerment, it is considered necessary to encourage them to start developing themselves in the early days of their work career. The National Women's Education Center is conducting a panel survey to track fresh recruits (college and graduate school graduates) who became full-time employees of private-sector companies in 2015, for the purpose of understanding the transition of consciousness and growth of men and women in their early days of career path. The first survey, the second survey and the third survey were conducted in 2015, 2016 and 2017 respectively (in October every year).

※Advantages of a panel survey : By repeating the "same questions" to the "same individuals" each year, panel survey enables in-depth analysis of the "transition" of consciousness and environments as well as the "factors of the transition"

#### About the survey

##### Survey contents

Consciousness survey on the present state of employment, foresight/future prospects, life plan, and so on.

##### Survey procedure

①Survey subjects: Subjects of the first survey are 2,137 (836 women and 1,301 men) newly graduates (college and graduate school) who joined 17 cooperating companies in 2015.

The 17 cooperating companies are big business establishments with more than 3,000 full-time employees (10 companies), more than 1,000 and less than 2,999 employees (4 companies), and more than 800 and less than 999 employees (3 companies), including one finance company, one construction company, one consultant company, seven service companies, one trading/wholesale company, two communications/software companies, and four manufacturing companies (15 companies have their headquarters in Tokyo, one company in Saitama, and one in Osaka).

②Survey method: Web questionnaire survey

③Number of valid respondents:

1st survey (first year of employment) 1,255 (474 women and 781 men)

2nd survey (second year of employment) 975 (393 women and 582 men)

3rd survey (third year of employment) 1,090 (409 women and 681 men)

※In the 2nd and the 3rd survey, those who had left their employment at the time of the surveys were excluded

#### Survey research members

The "Survey Research on Men and Women's Initial Career Paths to Promote Active Participation" Review Committee consisting of outside experts and the members of the Office of Research and International Affairs of the National Women's Education Center was organized to conduct the survey research.

<Outside experts> (Position titles as of March 31, 2018)

Toru Anzai (Professor of Gunma Prefectural Women's University) ※Present post: professor of Mejiro University

Nami Otsuki (Professor of University of the Sacred Heart, Director of the Career Guidance Center)

Mizue Oyama (Chief of the Political & Social Affairs Bureau, Keidanren)

Tomohiro Takami (Researcher of the Japan Institute for Labour Policy and Training)

Akiko Nagai (Associate professor of Japan Women's University)

<National Women's Education Center>

Hiroe Nakano (Director of the Office of Research and International Affairs, National Women's Education Center)

Naoko Shima (Researcher of the Office of Research and International Affairs, National Women's Education Center)

Miho Watanabe (Researcher of the Office of Research and International Affairs, National Women's Education Center)

## summary

### ○Job satisfaction/realization of growth/motivation for contribution

While the degree of job satisfaction declines year by year in both men and women, the decline rate becomes relatively slow in the second and the third year. Every year, men are more "satisfied" than women (Chart 1). While self-evaluation of "knowledge and skills for conducting job assignments" becomes higher each year in both men and women, men evaluate themselves higher than women in the second and the third year (Chart 2). While 70 to 80% of both men and women are conscious about "contribution to corporate objectives" every year, more men answered "yes" than women (Chart 3).

### ○Desire for career change

20 percent of both men and women showed a "desire for career change throughout the three years". 35 percent of women and 30 percent of men have "no desire for career change throughout the three years" (Chart 4).

#### Reasons for career change

Compared to those who have "no desire for career change throughout the three years" both men and women who have a "desire for career change throughout the three years" answered their job unchallenging (Chart 5) and are concerned with their ability to execute current job (Chart 6). Also, they do not feel that their bosses support and encourage their career development (Chart 7) and they feel there are not enough education/training opportunities (Chart 8). And they feel they have too much overtime work (Chart 9).

### ○Desire for a managerial position

35 percent of women and 80 percent of men have a "desire for a managerial position throughout the three years" (Chart 10).

**Comparison between women who have a "desire for a managerial position throughout the three years" and those who had a "desire for a managerial position in the first year but lost it in the second or the third year".**

In the first year, there is relatively little difference in job satisfaction, self-evaluation of knowledge and skills for conducting job assignments, plan proposal, frequency of overtime work, and competence as a leader.

In the third year in which some lose the desire for a managerial position while some keep it, women who had a "desire for a managerial position but lost it" are low in job satisfaction, give themselves a low evaluation for their knowledge and skills, do not offer plan proposal, and work overtime frequently. A relatively high percentage says yes to "men are more suited for a leadership position than women" (Chart 11 to 15).

#### Comparison of women and men who have a "desire for a managerial position throughout"

Self-evaluation of knowledge and skills is higher among women in the first year, but it becomes higher among men in the third year (Chart 16). There is not much difference in men and women in the second year regarding the speed of growth expected, but men feel it "fast" in the third year (Chart 17). While the frequency of overtime work is higher among men in the first and the third year, the difference between men and women becomes larger in the third year (Chart 18).

※Since numerical numbers (%) are rounded off to one decimal place, the total of a breakdown may not become 100%.

#### 【Contact】

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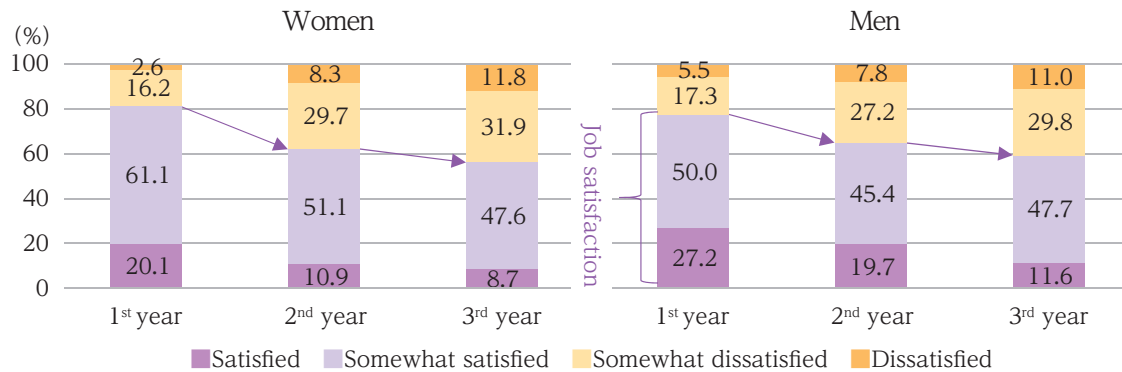
## details

### Job satisfaction/realization of growth/motivation for contribution

※Subjects of analysis: 229 women and 346 men who responded to all surveys for three years.

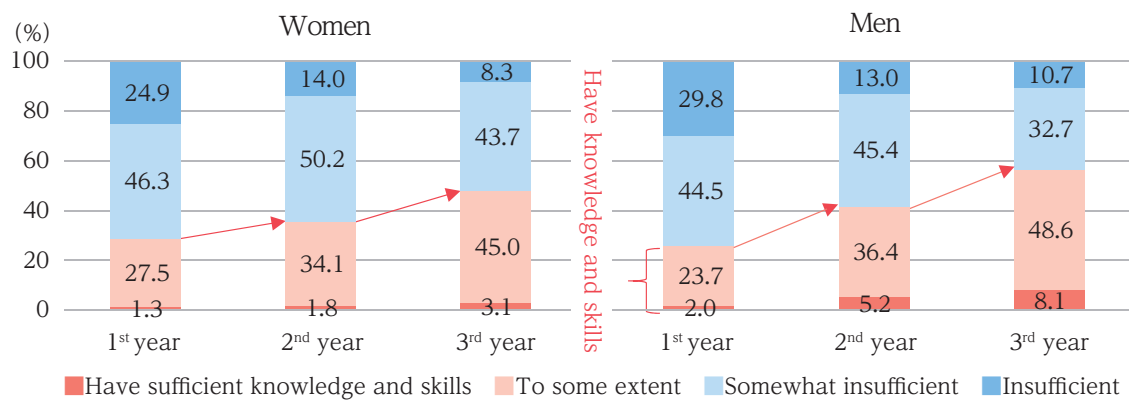
- While the degree of job satisfaction (= "satisfied" + "somewhat satisfied") declines yearly in both men and women, the decline rate becomes relatively slow in the second and the third year. Every year, men are more "satisfied" with their job than women (Chart 1).

Chart 1: Job satisfaction



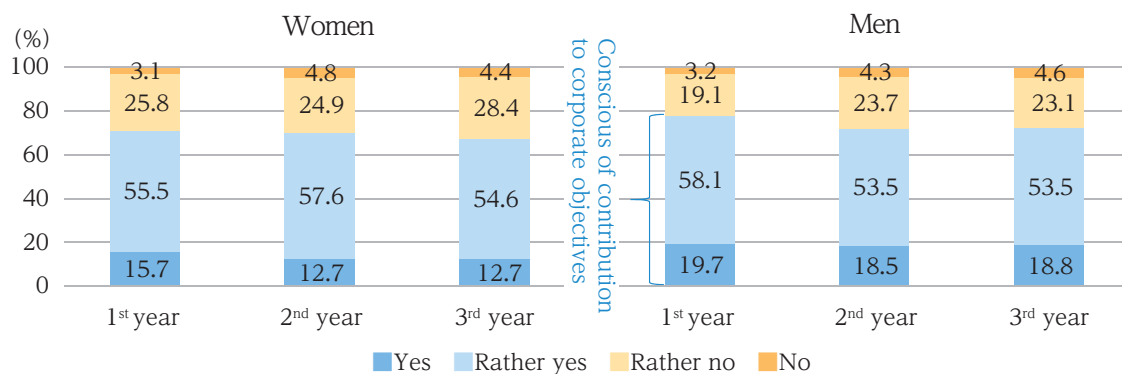
- Self-evaluation of "knowledge and skills for conducting job assignments" becomes higher each year for both men and women. Men evaluate themselves higher than women in the second and the third year (Chart 2).

Chart 2: Self-evaluation of knowledge and skills for conducting job assignments



- Overall, 70 to 80% of both men and women answered that they act consciously to contribute toward corporate goals. More men answered so than women (Chart 3).

Chart 3: Act consciously to contribute toward corporate goals



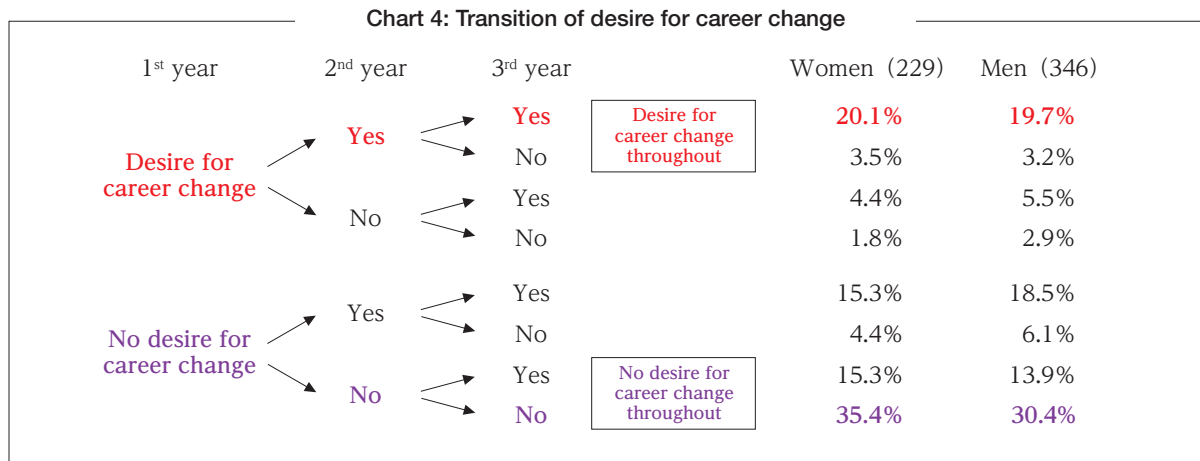
## Desire for career change

※Subjects of analysis: 229 women and 346 men who responded to all surveys in three years after joining a company.

### Transition of desire for career change

**Have a desire for career change throughout:** "Those who wished to change their jobs throughout the three years"  
**Women 20.1% Men 19.7%**

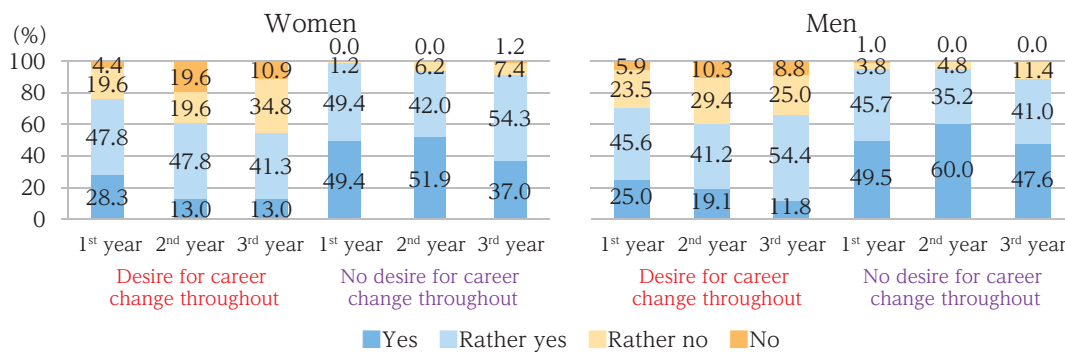
**Have no desire for career change throughout:** "Those who didn't wish to change their jobs during the three years"  
**Women 35.4% Men 30.4%**



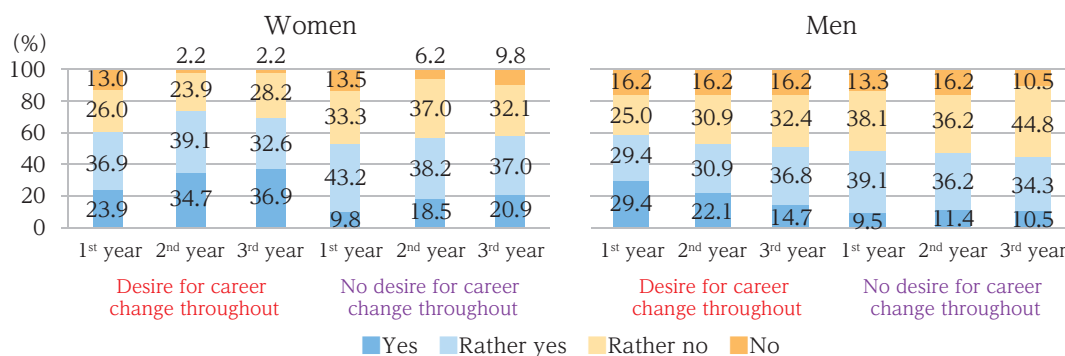
### Backgrounds of desire for career change: Unchallenging job/concerned with ability

Compared to those who have "no desire for career change throughout", both men and women who have a "desire for career change throughout" find their job unchallenging (Chart 5), and they are concerned with their abilities (Chart 6). Also, among those who have a "desire for career change throughout", women increased concern for their ability while men decreased (Chart 6).

**Chart 5: Find my job challenging**  
 (Comparison by gender between "desire for career change throughout" and "no desire for career change throughout")



**Chart 6: Concerned with my ability to continue current job**  
 (Comparison by gender between "desire for career change throughout" and "no desire for career change throughout")

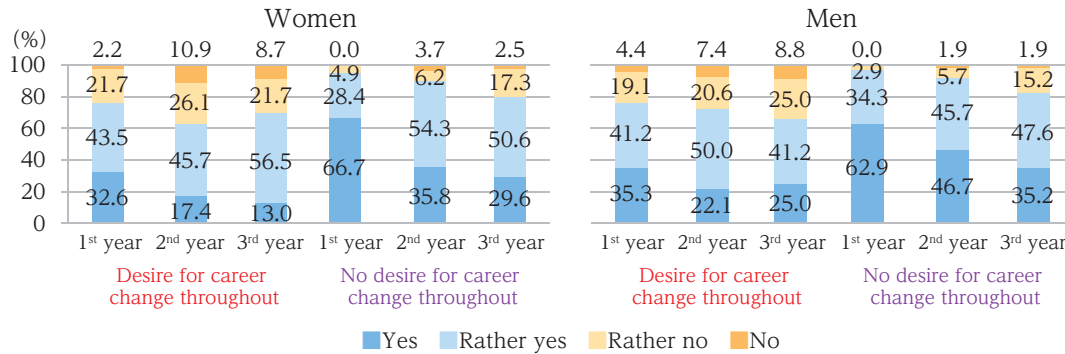


## Backgrounds of desire for career change: Lack of boss's zeal for developing people/training opportunities

Compared to those who have "no desire for career change throughout", both men and women who have a "desire for career change throughout" give low evaluations to "boss's zeal for developing people" (Chart 7) and "opportunities in education/training" (Chart 8) every year. More men than women answered, "yes" to both "boss's zeal" and "opportunities in education/training" (Chart 7 and 8).

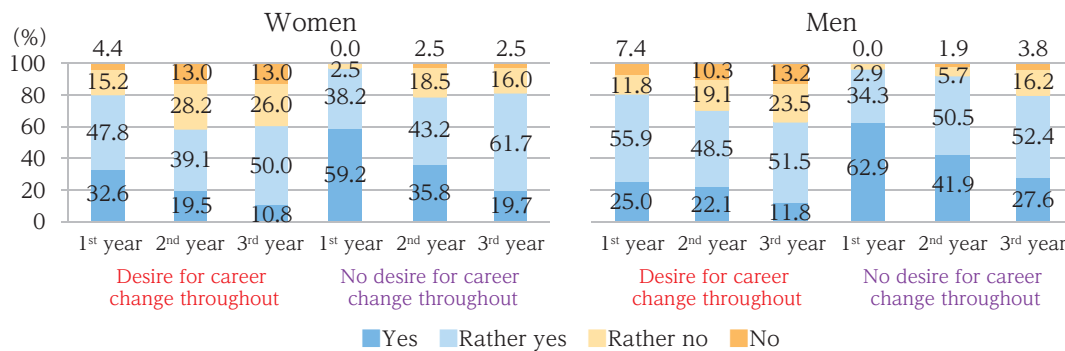
**Chart 7 boss's supports and encourages career development**

(Comparison by gender between "desire for career change throughout" and "no desire for career change throughout")



**Chart 8: Have good education/training opportunities in the workplace**

(Comparison by gender between "desire for career change throughout" and "no desire for career change throughout")

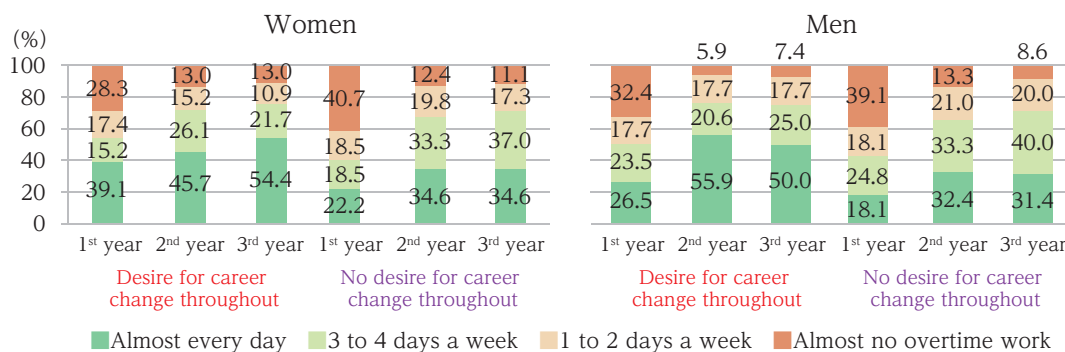


## Backgrounds of desire for career change: Too much overtime work

Compared to those who have "no desire for career change throughout", both men and women who have a "desire for career change throughout" work overtime more frequently every year (Chart 9).

**Chart 9: Frequency of overtime work**

(Comparison by gender between "desire for career change throughout" and "no desire for career change throughout")



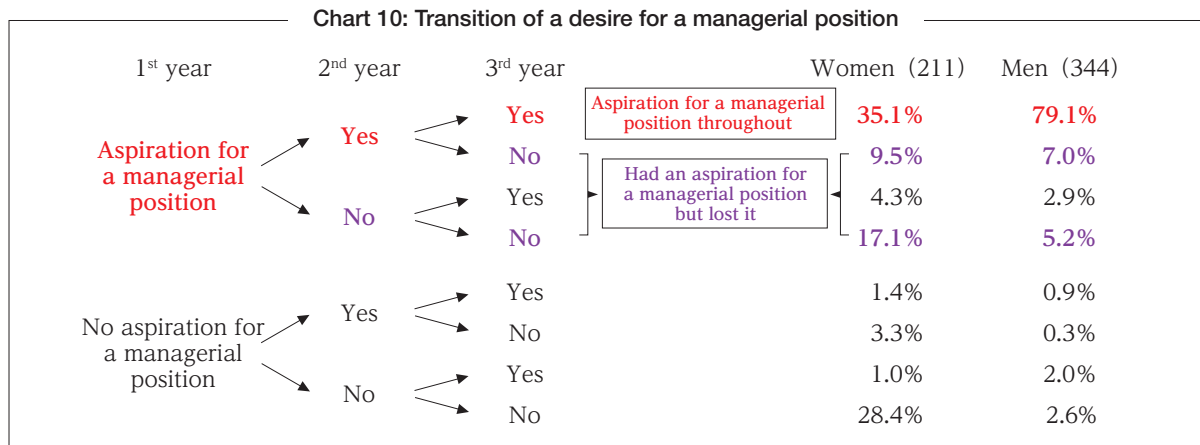
## Aspiration for a managerial position

※Subjects of analysis: Women and men who responded to all surveys for three years excluding those who are in a job category not assumed to hold a managerial position; 211 women and 344 men.

### Transition of aspiration for a managerial position

**Have an aspiration for a managerial position throughout:** "Wishing to be in a managerial position" throughout the three years. **Women 35.1% Men 79.1%**

**Had an aspiration for a managerial position but lost it:** "Wished" to be in a managerial position in the first year but "no longer wish" in the second or the third year. **Women 26.6% Men 12.2%**



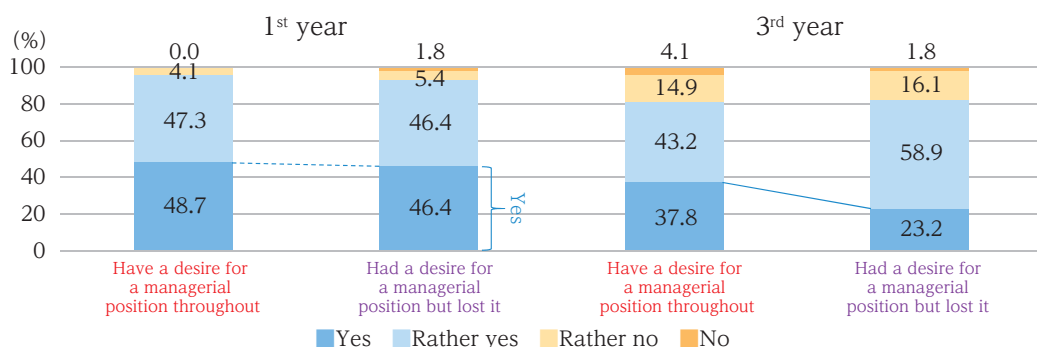
● **Comparison among women: "Have an aspiration for a managerial position throughout" vs. "Had an aspiration for a managerial position but lost it".**

### Job satisfaction/self-evaluation of knowledge and skills

- In the first year, there is relatively little difference in job satisfaction (Chart 11) and self-evaluation of knowledge and skills for conducting job assignments (= percentage of "Have sufficient knowledge and skills" + "To some extent") (Chart 12).
- In the third year in which some lose the desire for a managerial position while some keep it, women who had a "desire for a managerial position but lost it" are low in job satisfaction (Chart 11) and give themselves a low evaluation for their knowledge and skills (Chart 12).

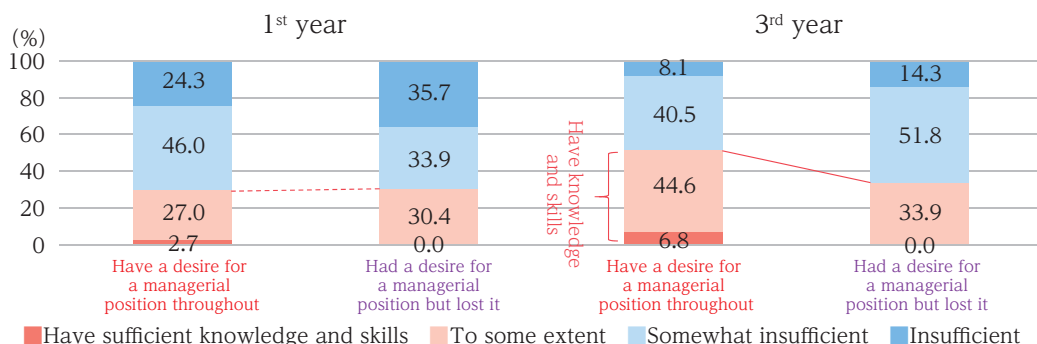
**Chart 11: Find my job challenging**

(Comparison between women who "have a desire for a managerial position throughout" and those who "had a desire for a managerial position but lost it".)



**Chart 12: Self-evaluation of knowledge and skills for conducting job assignments**

(Comparison between women who "have a desire for a managerial position throughout" and those who "had a desire for a managerial position but lost it".)

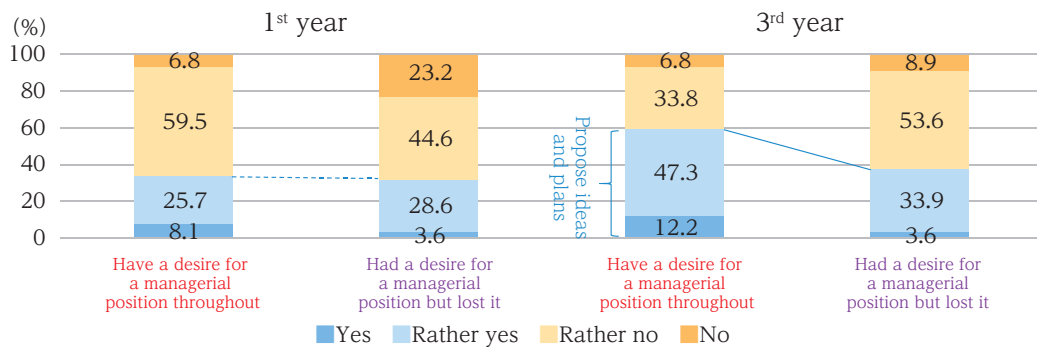


## Plan proposal/frequency of overtime work/competence as a leader

- In the first year, there is relatively little difference in plan proposal (= percentage of "Yes" + "Rather yes") (Chart 13), frequency of overtime work (= percentage of "Almost every day") (Chart 14), and competence as a leader (Chart 15).
- In the third year in which some lose the desire for a managerial position while some keep it, women who had a "desire for a managerial position but lost it" do not offer plan proposal (Chart 13), and work overtime frequently (Chart 14). Also, a relatively high percentage says yes to "men are more suited for a leadership position than women", suggesting that they are in a work environment that makes them think that "men are most suited to a leadership position" (Chart 15).

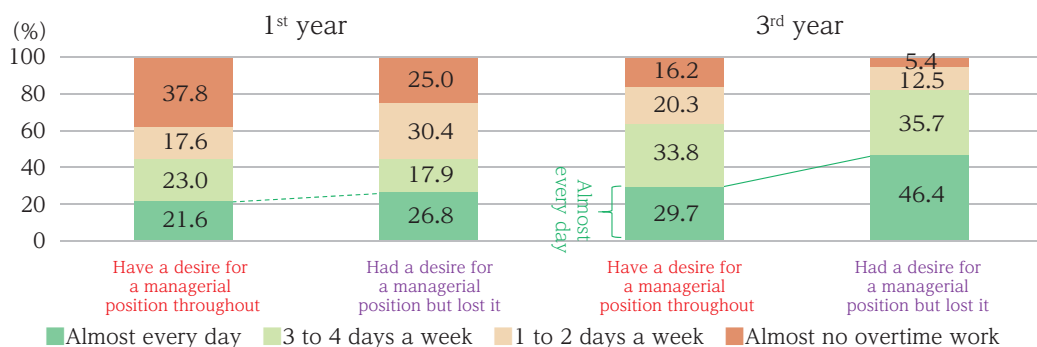
**Chart 13: Propose ideas and plans voluntarily**

(Comparison between women who "have a desire for a managerial position throughout" and those who "had a desire for a managerial position but lost it".)



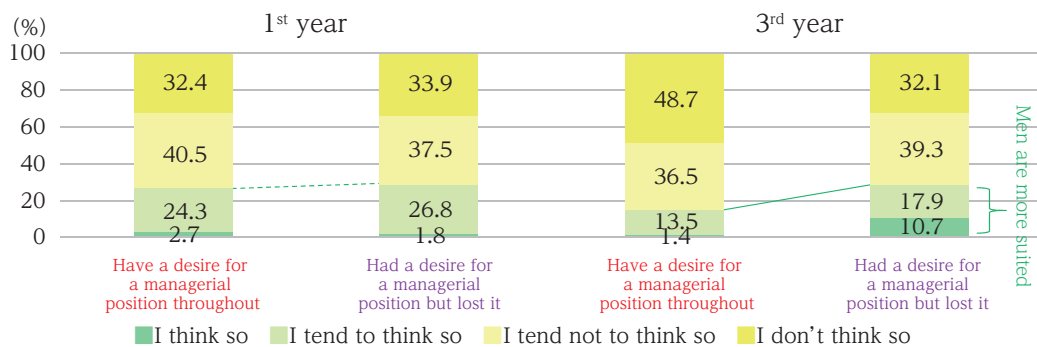
**Chart 14: Frequently of overtime work**

(Comparison between women who "have a desire for a managerial position throughout" and those who "had a desire for a managerial position but lost it".)



**Chart 15: Men are more suited for a leadership position than women**

(Comparison between women who "have a desire for a managerial position throughout" and those who "had a desire for a managerial position but lost it".)





● Comparison between men and women: **"Have an aspiration for a managerial position for 3 years"**

Self-evaluation of knowledge and skills/speed of growth expected/frequency of overtime work

- Self-evaluation of knowledge and skills is higher among women in the first year, but it becomes higher among men in the third year (Chart 16).
- There is not much difference in men and women in the second year regarding the expected speed of growth, but men feel it "fast" in the third year (Chart 17).
- ※ The 1st year survey does not ask about the "expected speed of growth". Responses in the 2nd and the 3rd year are compared.
- Frequency of overtime work is higher among men in the first and the third year, and the difference between men and women becomes larger in the third year (Chart 18).

Chart 16: Self-evaluation of knowledge and skills for conducting job assignments

(Comparison between women who have a "desire for a managerial position throughout" and men who have a "desire for a managerial position throughout")



Chart 17: Expected speed of growth is fast

(Comparison between women who have a "desire for a managerial position throughout" and men who have a "desire for a managerial position throughout")

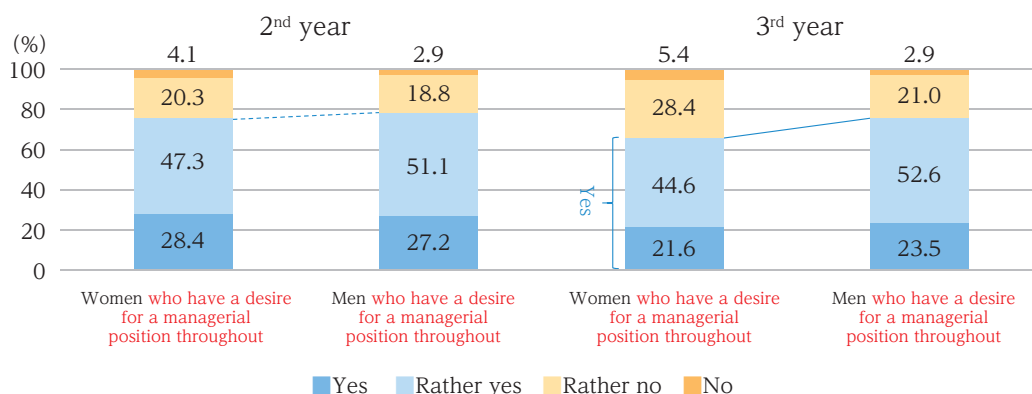


Chart 18: Frequency of overtime work

(Comparison between women who have a "desire for a managerial position throughout" and men who have a "desire for a managerial position throughout")

