Shedding Lights on Advantages of Internally Developed Local Managers

in Japanese Oversea Subsidiaries

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Abstract

Many Japanese subsidiaries have faced an issue of acquiring and utilizing local "talents" as human resources. Those Japanese subsidiaries struggle to acquire and utilize local "talents" who have higher skills and advanced knowledge through external hiring, however previous studies assume that there must be some advantages of internally developed local managers who made their career within the same organization for a long time. The effect toward subordinates and organizations have not fully been identified through utilizing such internally developed-local managers, and we try to figure it out. Based on previous studies, we conducted interviews with practitioners and found a significant factor of local manager's "Firm Specificity in Work Experience" that may have some impact in the workplace. These findings suggest advantages of internally developed local managers which are suitable for Japanese management style. Our study provides unique and important implications for a human resource management practice in Japanese overseas subsidiaries.

Keyword: Human resource management, Internal development, Japanese management and Manager

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1. INTRODUCTION

The purpose of this paper is researching the advantages of internally developed local managers in Japanese overseas subsidiaries.

In recent years, there has been an increase in the number of Japanese companies expanding overseas to capture markets and take advantage of their locations (Dunning,1979 ; Morogami, et al., 2019). With such an increase, research on human resources is becoming increasingly important (Kasahara, 2012). This is because human resources are the first of the various management resources that support a company, and the question of how to utilize local resources, which is a competitive advantage, also comes down to local human resources (Kasahara, 2012: Shiraki, 2018).

However, due to global competition for human resource management, there has been a practical issue in acquiring local "talent" in Japanese overseas subsidiaries (Kishi, 2010: Nakamura, 2020: Ohki, 2017). "Talent is defined as people who can fill key positions that affect the competitive advantage of a company now or in the future" (Nakamura,2020:6). Therefore, how Japanese overseas subsidiaries compete to acquire and utilize local talents is a key matter of concern (such as

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management positions) for their success in local markets. There are two ways to acquire "talent"; internal development, where it is training inside of the company and external hiring, where it is hiring from outside of the company on demand basis (Bidwell,2017). Japanese overseas subsidiaries are attempting to acquire local talents through external hiring based on the local job market conditions, but such talents tend to quickly quit and move to other companies for better salaries and environments (Hayashi, 1988; Ohki, 2017).

On the other hand, previous studies suggest the new possibility of utilizing human resources in Japanese overseas subsidiaries. Kishi (2010) and Koike (2008) suggest that Japanese overseas subsidiaries are better at acquiring talents through internal development or long-term training and because there are some unique advantages. It suggests that internally developed talents could fit well with the strengths of Japanese companies in general (Koike, 2008: Kishi, 2010). The strength of Japanese companies, characterized by their performance as a group or team, has been cultivated based on a work environment that is long-term employment and strategic focus (Ahmadian & Schaede, 2015). Although many local talents overseas are short-term or career-oriented, it suggests that Japanese overseas subsidiaries

should focus on some local talents who are long-term or stability-oriented in their career development. The possibility of utilizing such talent may be significant for Japanese companies operating overseas, as competition for talent acquisitions is becoming increasingly fierce.

However, in previous studies, it is not clear what impacts internally developed local talents can bring to organizations and subordinates. Some research in this area needs to be more developed to explain the importance and characteristics of internal developed local human resources in overseas operations. As a premise, the human resource strategy must be fit to its business strategy, and appropriate methods of talent acquisition depend on the management strategy or its purpose (Miles & Snows, 1984). That's why, in this study, we propose a human resource strategy that fits the strategy and orientation of general Japanese management style. We focus on the "local manager" as a key position of Japanese management style and clarify the impact on their subordinates. In general, managers in any organization are responsible for creating an environment in which subordinates can work effectively through development of interpersonal relationships (Mintzberg,2013).

To this end, the research questions of this study are as follows:

RQ : What beneficial effects do internally developed local managers have on their subordinates?

To answer this research question, three steps were conducted in this paper. In the first step, based on previous studies, we summarized the characteristics of internally developed local managers who make use of the unique strengths of Japanese firms. In the second step, we interviewed 6 practitioners in Japanese firms operating overseas about the actual situation of local manager's activities to understand it in a practical view. Based on the results of previous studies and interviews, we developed a hypothesis. The hypothesis interrogates whether internally developed local managers may have a more beneficial impact on their teams and members compared to managers with external hiring to some degrees. The final step was to test this hypothesis by conducting a questionnaire survey of 262 employees of a local Japanese subsidiary to identify the factors that influence managers to subordinates and the organization.

2. THEORETICAL BACKGROUNDS

In this section, we clarify some potential advantages of internally developed local managers over external hired talents. First, we review literature of Japanese management before the IT revolution to understand what Japan's strengths are and what is suitable management for Japanese overseas subsidiaries. Second, we understand two ways for human resource acquisition of Japanese overseas subsidiaries in the local job market, namely internal development, and external hiring. As a result, we found internally developed local managers have some advantages for Japanese management style in the local marketplace.

2-1. The Strength and its role of manager in the Japanese company

In recent decades, Japanese management has been weakened by the IT revolution(Kotobe, 2020; Makino&Lehmberg, 2020) and attention has been focused on organizations composed of people who are produce results in a short time and act according to the situation (Teshima, 2007). However, we should not forget that Japanese management has been attracted worldwide (Usui, 2020). Indeed, since the IT revolution, attention has been focused on these organizations that are not suitable

for Japanese management strategies, but this does not mean that Japanese management strategies have lost their all advantage (Fujimoto,2006; Sakuma,1983). Japanese companies have traditionally been competitive in organizations composed of people who prefer long-term, stable contractual relationships(employments), and they have created international competitiveness by providing a stable supply of high-quality products while minimizing labor costs (Teshima, 2007). On this basis, there is some overseas research reevaluates the Japanese management. For example, "Japanese management traditionally views its employees not as machines but as human beings with complex motivations, which enables it to elicit employee commitment or teamwork" (Ahmadjian & Schaede, 2015: 51). There is a discussion that "managers" lead to such Japan's strength through managing "Ba" (known as a workplace) .

"Ba" means that people participate, consciously or unconsciously, in observing each other, communicating, understanding, working together, and sharing common experiences, which leads to encouraging employees' collaborative behavior (Itami, 1999). And this concept also contributes to the discussion of knowledge creation (Nonaka et al., 2000). Managers, through their interpersonal relationships,

are responsible for creating an environment in which subordinates can work

effectively (Takahashi, 1995). Mintzberg (2013) said this "manager" is a person who

is responsible for the organization, helping others, making business decisions

through others. Regarding specific positions, Matsuo (2013) said managers are

officially authorized such as General Manager, Section Chief, etc.

As discussed above, managers play an important role in making such

Japanese strengths such as tight collaboration and teamwork in the workplace.

Therefore, it can be said that many Japanese overseas subsidiaries were encouraging

teamwork and voluntary commitment of employees by transferring Japanese style

management. In the next section, we discuss how to acquire human resources that

may be suitable for Japanese strength in Japanese overseas subsidiaries.

2-2. Internal development vs. External hiring talents

Here, we review the literature on "internal development" and "external

hiring" to understand methods of "talent" acquisition, including a manager that

strongly influences Japanese strength above. "Talent" is defined as people who can

fill "key positions" that affect the competitive advantage of a company now or in the future (Nakamura,2020:6).

Based on remarkable studies, Bidwell (2017) determined the acquisition method of talent or human resource from the perspective of internal development and external hiring (Miles & Snow, 1984), which have been much discussed, and points out that the acquisition of talent by external hiring has higher attentions in recent years and it has increased year by year. For example, in Japan, Keidanren (Japan Business Federation) said the Japanese style of employment characterized by lifetime employment is coming to an end and recommended "job-based employment" (Nikkei Daily, 2019/6/18: 2021/1/26). This employment is introduced, so it has the chance of solving the issue that is long time work and power harassment (Sato, 2021).

In addition, external hiring increases the mobility of human resources, provides flexibility in the use of human resources in the labor market, and reduces the cost of training for companies (Bidwell, 2017). On the other hand, he also points out that relying on external hiring for talent acquisition may cause some problems in acquiring suitable talent for the position over a long period of time and that there are some advantages in acquiring talent through internal development. It pointed out

that talent acquisition through internal development has an advantage in "firm specific skills" compared to externally hired talents (Bidwell, 2017). The term "firm specific skill" refers to skills or knowledge gained through long-term employment based experience that are valuable only within a particular company (Becker, 1975). According to Hattori (2020), when a company or an individual (manager) provides education and training to its subordinates, it leads to the accumulation of capital with economic value, which in turn leads to job performance. However, such skills are generally not accumulated in talents through externally hiring (Miles and Snow, 1984). There is also the problem that it is difficult for externally hired talents to adapt to the new company culture and work environment due to lack of firm specific skills (Dokko, et al., 2009). Based on this argument, it can be assumed that a degree of firm specific skills leads to the advantage of "internal development" over "external hiring".

Some literature in Japanese academia suggests a new possibility of utilizing human resources in Japanese overseas subsidiaries (Koike, 2008: Kishi, 2010). According to Koike (2008), while the use of talents is the mainstream, he indicated the use of "middle career human resources" as a possibility of effective

human resource management. The term "middle career human resources" is not a

person with high skills and knowledge who is available to work immediately, but a

person who is everywhere in a particular company (Koike, 2008). Koike strongly

believes that internally utilizing middle career human resources is very important

for Japanese companies that have difficulty in attracting highly educated and skilled

talents. Middle career human resources are relatively easy to acquire and their

stable mindset matches the way Japanese subsidiaries work (Koike, 2008). Kishi

(2010) supports Koike's view in his study by examining a local human resource

management practice done by Japanese overseas subsidiaries. In such a situation, he

points out the possibility for Japanese overseas subsidiaries to make new use of

human resources who consequently stay in a particular company for a long time.

Focusing on "manufacturing firms (Monodukuri)" of Japanese overseas companies,

Kishi found that the significance of talents who have special firm skill by internal

development for a long time, rather than talents who have a lot of skill and

knowledge by external hiring. He refers to the former (internal development) as

"second-best-practice" personnel and the latter (external hiring) as "best-practice"

personnel.

Hence, it is important to suggest that Koike (2008) and Kishi (2010) indicated that those internally developed human resources who have worked for Japanese overseas subsidiaries for a long period of time and who more fit with traditional Japanese management strengths can be a source of competitiveness of Japanese companies.

When we examine the main characteristics of two methods of acquiring talent: internal development and external hiring, it can be said that a former method fits to the strengths of Japanese companies, which are characterized by group and team performance, and "firm specific skills" was identified as an advantage unique to internal development. However, previous studies have not revealed an effective way for how to acquire or utilize those local managers in Japanese overseas subsidiaries. As we discussed, managers play an important role in managing the workplace, and it is strongly related with strengths of the Japanese management style, which are characterized by performance based on collaboration and teamwork in the workplace.

Having identified "firm specific skills" as an advantage of internal developed local managers over external hiring talents, we need to understand and examine how

internal developed local managers can have a beneficial impact on their work behavior through managing the workplace.

3. HYPOTHESIS DEVELOPMENT

In this section, we develop a testable hypothesis and analytical framework based on our literature reviews and explorative interviews for Japanese managers and executives who are in the human resource of oversea subsidiaries. The purpose of the exploratory interview is to clarify, from a practical perspective, (1) the advantages that internally developed managers have over externally hired managers in Japanese overseas subsidiaries, and (2) what is this advantage that has an impact on their subordinates and organization.

Previous studies have shown that internal developed managers have the advantage in development of "firm specific skills". And we understood that managers have an important role in the organization and toward subordinates through managing the workplace. Since these are only academic understandings, it is necessary to listen to the voices in the workplace and have a further practical understanding in a real business world with specific contexts.

Figure1. Our research flows
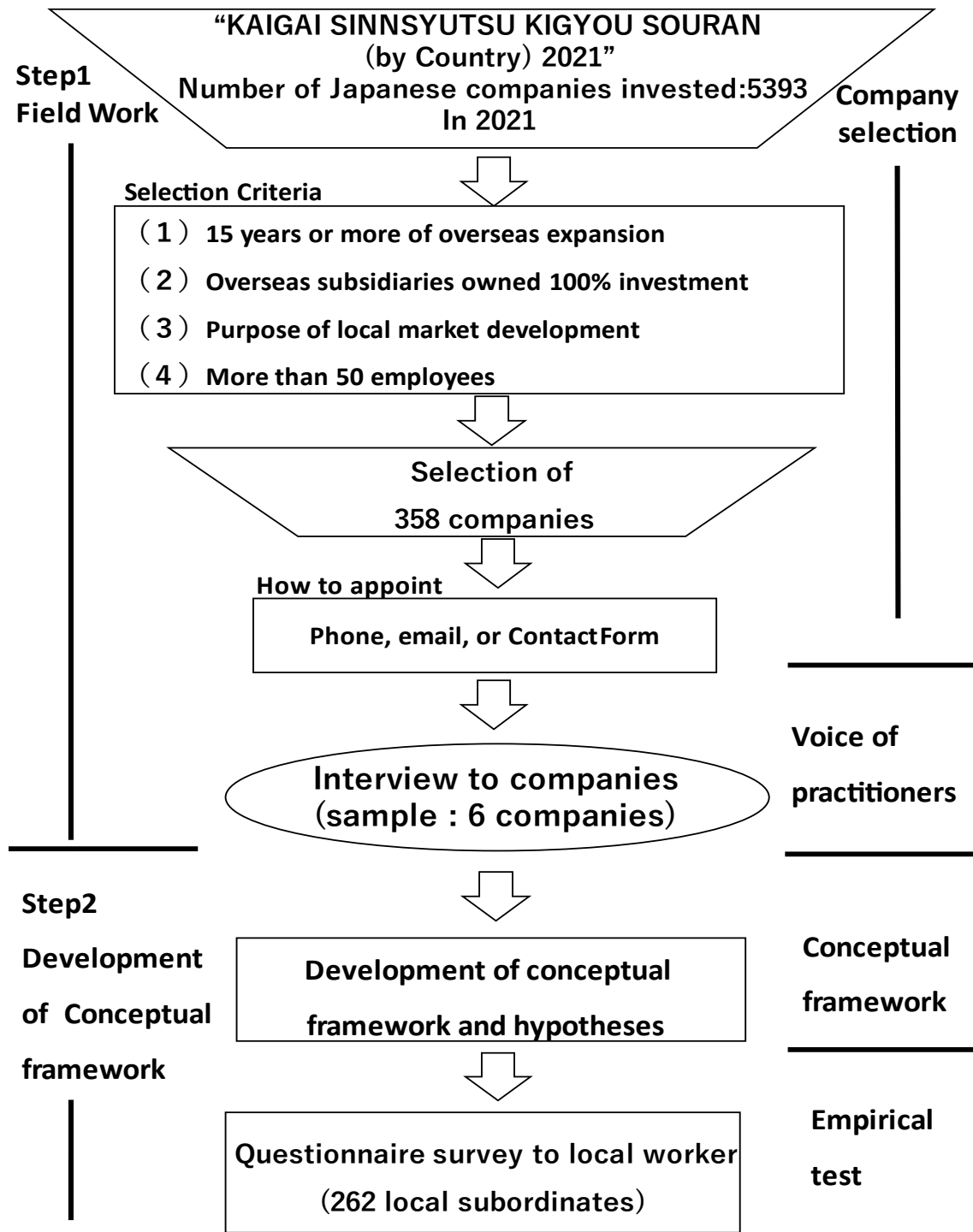
Source: authors

3-1. Company selection and interview items

Figure 1 shows a flow of our study. The subject of this interview was a Japanese company that own overseas subsidiaries in 2021. According to "Kaigai kigyo sinsyutsu souran (by country) 2021" published by Toyo Keizai Weekly Inc, there are 5,393 such companies. Using this, 358 companies were selected based on the above criteria (Figure 1).

The following are the reasons for selecting the criteria:

(1) It takes a minimum of 10 years of preparation before an employee becomes proficient in an organization (Dreyfus, 1983).

(2) Direct investment 51% or more are said to hold the main authority to make decisions. According to "Kaigai kigyo sinsyutsu souran (by country) 2021", there is no significant difference in the number of Japanese overseas subsidiaries between two investment ratios: 51% and 100%. So, most of the Japanese companies that invest 51% or more overseas own Japanese overseas subsidiaries that have 100% investment rates. Therefore, in this study, we focus on Japanese overseas subsidiaries in which the Japanese side holds 100% of the investment.

⑶ Since this interview is about local managers and excludes companies with investment purpose that don't need to acquire local subordinates, the third criteria is that the purpose of the investment is to develop the local market.

⑷ A certain number of subordinates was needed to guide the relationship between managers and them. Therefore, the fourth criteria is that there are more than 50 subordinates.

Therefore, we asked all 358 companies to cooperate in the survey by phone, email, and contact form. As a result of the appointments, we were able to conduct interviews with the representatives of 6 Japanese companies regarding their 8 local subsidiaries owned 100% investment.

We adopted a semi-structured interview method with exploratory question and answer sessions because its method is a very flexible method for small-scale research (Drever, 1995). The questions were based on previous studies and three basic items were prepared. Then, if there are any concerns or questions associated with them, we ask additional questions.

(1) Are managers acquired through internal development or external hiring?

(2) What are the common characteristics of such managers?

(3) How do such managers influence their subordinates?

Figure2. Outline of the survey

No.	1	2	3	4	5	6
Company	A	B	C	D	E	F
Contact Person	Managing Director	Team leader In Personnel Management Dept	General Manager In General Affairs	Personnel Dept Staff	Director and General Manager of Foreign Affairs Dept	Chairman of an overseas subsidiary
Industry	Groceries	Machinery Industry	Metal Products	Construction	Agriculture, Forestry and Fisheries	Food service
Year of overseas expansion	1990	2002	1988	1986〜2004	1982	1982
Country	China	China	America	China, Korea, America	Philippines	Taiwan
Number of Worker	217	91	93	567 (Total of 3 companies)	50	327
Date	2021/8/2 am.10:00~10:55	2021/8/4 am.10:00~11:00	2021/8/4 pm.15:00~15:55	2021/8/6 am.11:00~11:50	2021/8/10 pm.14:10~15:00	2021/8/20 am.11:00~12:00
Method	Zoom	Zoom	Microsoft Teams	Zoom	Microsoft Teams	Zoom

Source: authors

3-2. Interview Results

Here, we present the results of the interviews and analyze them. To lead to

the elements of influence that managers have on their subordinates, the analysis

method used is based on that of Otani (2011). Otani (2011) stated that the better

analysis refers to previous studies. Therefore, the analysis was then conducted by

comparing the results of the interviews with the notion in previous studies. As a

result of the interviews with practitioners, some differences were found between

managers who acquired from "internal development" and "external hiring". However,

there were also differences such as the systems and cultures of the companies, as

well as countries and regions. So, we found three interview results, from which we

constructed four variables.

The first result is the difference between the two types of managers was

the high degree of firm specific experience. In the interview, all three companies that

acquire managers through internal development said that "managers have their

special skills which accumulate through work experience for a long time at one

organization". Examples of this included having a broad network of contacts, such as

knowing people in other departments, and having a deep knowledge of the company's

internal operations, such as production lines and business partners. Such a result

wasn't said by three companies that acquire managers through external hiring. In

previous studies, it also suggested that internal development has an advantage of

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"Firm specific skills" (Bidwell, 2017). From this, we derive the element of firm specific skills. It consists of the experience gained inside the same company through long-term work with all different members of organizations. Therefore, in the following, its skill is called "Firm Specificity in Work Experience".

The second result is that acquiring managers through internal development gives "psychological safety". In the interview, company A and F said "By staying for a long period of time, the communication between managers and subordinates is going smoothly and the working environment is good because of the good relationships". In addition, while saying the same thing as this, company E said "Working together for long hours builds trust". On the other hand, all three companies that acquire talented managers through external hiring said that "relationships are awkward and the workplace atmosphere is not very good". From these results, we derived a concept called psychological safety. "Psychological safety" is a concept that has attracted attention in recent years due to a study by Google LLC in 2015. Psychological safety is the belief that the workplace is safe for interpersonal risk taking (Edmondson, 1999). Simply put, "psychological safety refers to the feeling of safety that one can say anything in this situation" (Tsuyuki, 2019: 57). It is specific concepts related to

the work environment. Also, one study pointed out that psychological safety can be distinguished with organizational, team, and individual levels (Newman, et al., 2017). In this study, we use the individual level because in this interview we obtained the results of psychological safety between managers and their subordinates. Such safety is used as the degree of safety the subordinate feels toward the manager (Tynan ,2005). Therefore, in the following, its safety is called "Psychological Safety toward Managers".

The third result is that organizations and teams that acquire managers through internal development led to the subordinate's "Organizational Citizenship Behavior" and "Proactive Behavior". They are known for extra-role behaviors (Hattori, 2020). In the interview, two out of three companies that acquire managers through internal development said, "local subordinates are willing to work overtime and make new suggestions for organization". Two out of three companies that acquire managers through external hiring said "For their career-up, local subordinates study qualifications to raise their salary and Japanese language to be invited to Japan head office". However, there is a difference in that the former is a behavior that has no return for oneself, while the latter is finally for oneself. From

these results, we derived a concept called "Extra-role behavior". Extra-role behavior

is behavior that is spontaneous and innovative, even if it is outside the scope of one's

duties (Hattori, 2020:215). Such "extra-role behavior" has traditionally taken root

in the Japanese workplace (Tanaka, 2012). Japanese companies have improved

teamwork and the extra-role behavior of subordinates have contributed to their

international competitiveness (Kume, et al., 2021). Furthermore, it is suggested that

its behavior is classified into 2 types: organizational citizenship behavior and

proactive behavior (Hattori, 2020). Organizational citizenship behavior is individual

behaviors that are highly liberal and not clearly mentioned in the formal reward

system, but that, in accumulation, promote the efficient and friendly functioning of

the organization (Organ, 1988: Organ, et al., 2006). And proactive behavior is a

voluntary action taken within an organization for the purpose of changing for the

future (Bindl & Paker, 2011). It is suggested that, regarding this behavior, Japanese

companies have the characteristic of voluntarily improving, solving the issue, and

flexibly working on the situation (Ohta, et al,2016). It is an important behavior to

keep up with the rapid changes in the modern times (Kume, et al., 2021).

From these results, we constructed four elements, "Firm Specificity in Work

Experience", "Psychological Safety toward Managers", "Organizational Citizenship

Behavior" and "Proactive Behavior".

Figure3. Definition of each variable

Variables	Definition	Data
Firm Specificity in Work Experience	special skills which people can get through experience in the same company for a long time (It measure the degree of differences between internal development and external hired local managers)	Beker(1975), Hattoi(20 20), Interview
Psychological Safety toward Managers	the relationship in workplace where people feel safe and trust to work and communicate what they want to say toward manager (individual-level)	Edmondson (1999), Newman, et al. (2017), Tsuyuki (2019), Interview
Organization Citizenship Behavior	the work behavior which people willingly work for the company such as overtime work	Hattori(2020), Kume et al.(2021), Organ(1988),Organ, et al.(2006),Interview
Proactive Behavior	the work behavior which people seriously or voluntary work for the company	Bindl & Paker, (2011), Ohta et al. (2016), Interview

Source: authors

3-3. Framework and Hypothesis

Here, we build a framework and hypothesis from the previous studies, and interviews and variables described in the previous section. As a result, the following 3 hypotheses and framework were developed, to clarify how internally developed managers affect their subordinates at a workplace. In the following, we explain them.

First, we assume that managers' "Firm Specificity in Work Experience" may influence subordinates' "Psychological Safety toward Managers". In this study, as above, psychological safety implies individual-level because of research on the safe or trust relationship with the manager. According to Platow (2012), there is a common understanding between subordinates and managers, which is the basis of such relationships. In other words, managers with internal knowledge can easily build a trusting relationship with their subordinates by having a common understanding with them. Also, regarding trust, Hirano (2008) said firm specific skills include the ability to identify and solve problems that are out of the ordinary. This means that, even if a problem that subordinates can't solve arises, managers with a high firm specific working experience may solve the problem, and the subordinate feels safe in

the workplace by trusting such managers. Previous studies have only found these things.

However, the interview with companies which acquire managers through internal development shows that "they are able to build good relationships, which creates a feeling of safety and makes it easy to communicate with members in the workplace", whereas companies which acquire managers through external hiring shows that, "they build uncooperative relationships, which makes the workplace awkward. Therefore, the following hypothesis was constructed.

H1: Firm specificity in work experience of managers has a positive effect on the degree of psychological safety toward managers that subordinates have.

Second, we also assume that managers' "Psychological Safety toward Managers" may influence subordinates' "Organizational Citizenship behavior" and "Proactive Behavior". Previous study suggests that "psychological safety" influences organizational citizenship behavior (Frazier, et al., 2017). Frazier and others (2017) conducted a comprehensive meta-analysis using a 136 independent sample of about 22,000 individuals and about 5,000 groups and found that psychological safety enhances organizational citizenship behaviors. This effect has already been

researched, but not researched, focused on Japanese overseas subsidiaries. Also, previous study suggests that "Proactivity Personality" influences "psychological safety", but it is not clear if psychological safety influences "Proactive Behavior". However, it suggests that psychological safety influences "Creativity". In this study "Proactive Behavior" includes Making new suggestions, so they are similar concepts. Even if they are proactive, they may need psychological safety to act on it.

Similarly, the interview with companies shows that "subordinates tend to work for the company. For example, they are willing to work overtime and make new suggestions". This means that they tend to conduct extra-role behavior: organizational citizenship and proactive behavior. Therefore, the following hypotheses were constructed.

H2: A subordinate's psychological safety toward their manager has a positive effect on that subordinate's organizational citizenship behavior.

H3: A subordinate's psychological safety toward their manager has a positive effect on that subordinate's proactive behavior.

Figure4. Framework
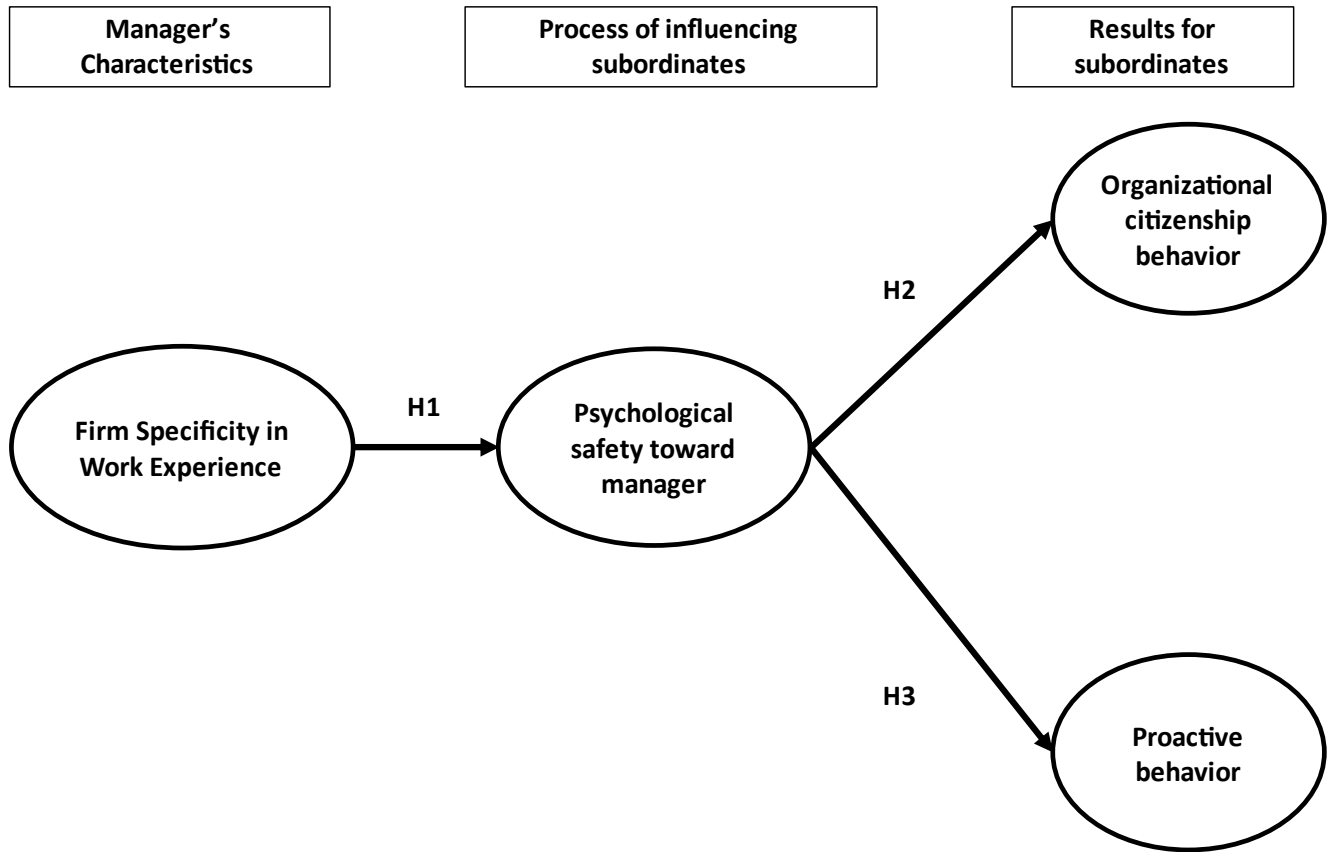
Source: authors

4. HYPOTESIS TESTING

In this section, we targeted a local subordinate and conducted a

questionnaire survey to test our hypotheses. The reason is that we test our

hypotheses by larger size data to generalize our assumption.

4-1. Sampling

Our three hypotheses were tested using data collected from a survey about the relationship between managers and subordinates. The respondents are local subordinates working in Japanese overseas subsidiaries. First, we contacted interviewees by e-mail and telephone. As a result, 6 companies which we interviewed in the previous section agreed to participate in our questionnaire survey. Second, to collect more samples from many local subordinates, again we contacted our original population of 352 companies as above criteria (3-2) by email, telephone and contact form on their websites. Finally, 4 companies agreed to participate. However, most of our original population didn't agree to participate, because these questionnaire items we developed are very much sensitive to ask local subordinates to evaluate their direct local manager. Therefore, 7 companies declined out of 10 and we finally received a response from only 3 companies who kindly agreed to participate in our questionnaire survey. We decided to analyze on a total scale, because of the small number of local subordinates in each of the three participating companies. The final sample size is 262 from 3 companies, two from China and one from the Philippines.

Figure5. Sampling

	Company: E	Company: A	Company: B
Period	2021/10/01~2021/10/09	2021/10/21~2021/10/29	2021/10/25~2021/11/13
Method	・Google Forms (https://forms.gle/oRZdPK WTXYuNidfy5)	・Microsoft Forms (https://forms.office.com/r/zp mb1u0zU9)	・Micro Forms (https://forms.office.com/r/zp mb1u0zU9)
Sample size	38	96	128
Detail of sample	●Age ・Under 18 years :0 ・18~29 years :13 ・30~40 years :13 ・41~50 years :8 ・51~60 years :4 ・Over 61 years :0 ●Nationality Philippines	●Age ・Under 18 years :0 ・18~29 years :3 ・30~40 years :24 ・41~50 years :67 ・51~60 years :2 ・Over 61 years :0 ●Nationality China	●Age ・Under 18 years :0 ・18~29 years :19 ・30~40 years :72 ・41~50 years :30 ・51~60 years :7 ・Over 61 years :0 ●Nationality China

Source: authors

Our questionnaire is 17 items based on 3 hypotheses that are derived from

the literature reviews and interview. The answer items are scored on a 5 point Likert

scale from 1 (strongly disagree) to 5 (strongly agree).

Figure6. Questionnaire items

Latent variable	Questionnaire items	References
Firm Specificity in Work Experience (FS)	Q1. Your manger has the ability to process tasks based on years of experience in your organization.(a1) Q2. Your manager understands well what his/her staffs are doing at work.(a2) Q3. In your company, your manager is aware of the roles of other departments very much.(a3) Q4. Your manager understands the knowledge and know-how that are built on YOUR company's CULTURE.(a4)	Hirano (2008) , Interview
Psychological Safety toward Manager (PS)	Q5. Your manager had the best of intentions toward me.(b1) Q6. Your manager really cares about you.(b2) Q7. Your manager respects your abilities.(b3) Q8. Your manager is interested in you as a person.(b4) Q9. You trust the manager.(b5) Q10. Your manager go to bat for you.(b6) Q11. You feel your manager works for your best interest.(b7)	Tynan, (2005)
Organizational Citizenship Behavior(OCB)	Q12. Assists manager or co-worker with his/her work (when not asked).(c1) Q13. Helps others who have been absent.(c2) Q14. Takes time to listen to co-worker's problems and worries.(c3)	Williams and Anderson(1991), Hattori (2020)
Proactive Behavior (PB)	Q15. Come up with ideas to improve the way in which your core tasks are done.(d1) Q16. Developed new and improved methods to help your work unit perform better.(d2) Q17. Come up with ways of increasing efficiency within the organization.(d3)	Griffin et al.(2007), Hattori (2020)

Source: authors

We assessed measurement scales. First, we checked for convergent validity.

The respective criterion values are 0.5 for factor loadings, item-to-total, and AVE, and

0.7 for Cronbach's α, 0.65 for CR (McDonald, 1978: Hogan, et al., 2000). We confirmed

the factor(c1) is above 0.45 and it is not much different from the criterion values

compared to the other factors (c3: d1). Hence, we left c1 and deleted c3 and d1. As

shown in Figure7, we confirmed convergent validity in our measurement scales.

Second, we checked for discriminant validity. AVE, MSV, and ASV are

compared, and if the AVE is at its maximum, it is determined that some different

constructions were measured and discriminant validity can be confirmed (Fornell &

Lacker, 1981). As shown in figure7, we confirmed discriminant validity in our

measurement scales.

Figure7. Validity of data

	items	mean	SD	Factor lording	Item to total	Cronbach's α	CR	AVE
Firm Specificity in Work Experience (FS)	a1	4.527	0.725	0.767→ 0.699	0.771			
	a2	4.416	0.839	0.718→ 0.707	0.820			
	a3	4.290	0.893	0.917→ 0.849	0.823	0.89	0.863	0.614
	a4	4.427	0.783	0.883→ 0.864	0.854			
Psychological safety toward manager (PS)	b1	4.084	1.114	0.882→ 0.889	0.868			
	b2	4.034	1.115	0.877→ 0.866	0.902			
	b3	4.141	1.005	0.846→ 0.851	0.883			
	b4	3.519	1.367	0.699→ 0.704	0.654	0.94	0.934	0.670
	b5	4.141	1.086	0.807→ 0.791	0.867			
	b6	3.794	1.267	0.746→ 0.724	0.793			
	b7	4.088	1.038	0.882→ 0.884	0.883			
Organizational citizenship behavior (OCB)	c1	4.427	0.763	0.457→ 0.993	0.957			
	c2	4.294	0.876	1.177→ 0.585	0.733	0.82	0.788	0.664
	c3	4.271	0.848	0.303→ delate	-			
Proactive behavior (PB)	d1	4.393	0.764	0.437→ delate	-			
	d2	4.176	0.918	0.947→ 1.054	0.994	0.91	0.907	0.834
	d3	4.225	0.834	1.140→ 0.746	0.855			

Source: authors

4-2. Data analysis and result

To test our hypotheses, we applied Structural Equation Modeling (SEM).

SEM is a statistical method widely used in fields such as behavioral science for the

purpose of investigating causality (Hox and Bechger, 2007). We analyzed a causal

relationship of the independent variables and dependent variables to test H1 to H3.

In this analysis, we used JASP to take statistics. First, we selected Chi-square statistics, SRMR, RMSEA and CFI/TLI to report model fit evaluation because Ockay and Choi (2015) suggested that these four indices report model fit evaluation. In this survey, we collected 262 samples. It has 15 questionnaire items. It suggests that in the case which sample size is more than 250 and questionnaire items is more than 12, less than 30, SRMR values should be close to .08 or below, RMSEA values should be close to .07 or below, and CFI/TLI values should be close to .92 or above (Hair, et al., 2014). Also, to examine the fit of the model from a broader perspective, in addition to the above indicators, we added RNI, GFI and AGFI indicators. It suggested that RNI should be close to .92 or above, GFI should be close to .95 or above, and AGFI should not be difficult from GFI (MacCallum & Hong, 1997: Hair et al.,2014). In the following, the results of the analysis are discussed.
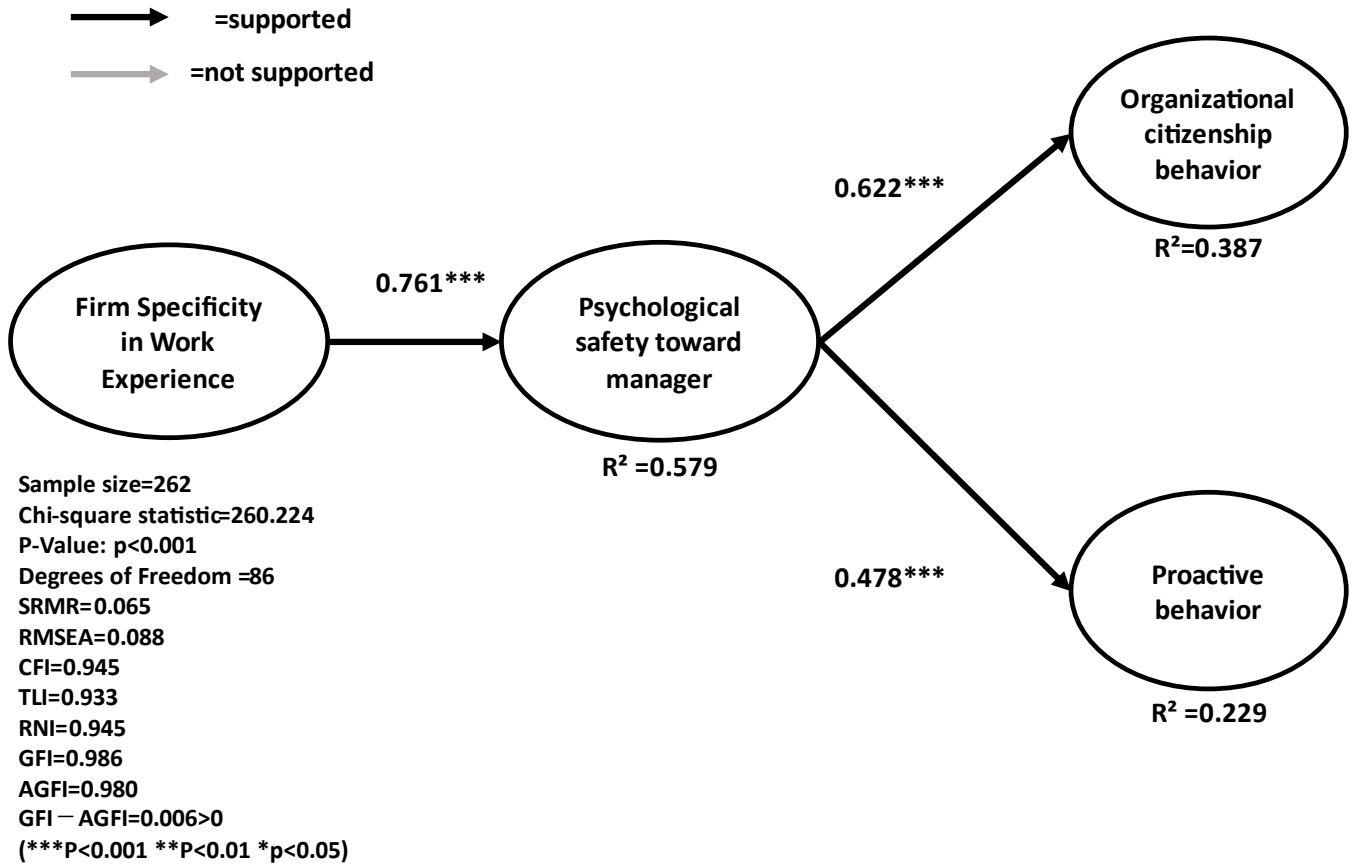
4-2-1. Results of this survey

The results of standardization estimates and P-Value between "firms specificity in work experience" and "psychological safety toward manager" was recorded (H1, ß=0.761, p<0.001), between "psychological safety toward manger" and

"organizational citizenship behavior" was recorded (H2, ß=0.622, p<0.001),between

"psychological safety toward manager" and "proactive behavior" was recorded (H3,

ß=0.478, p<0.001).

Next, we report fit indices of this model. Chi-square statistics was recorded

260.224, degrees of freedom were recorded 86, P-Value was recorded p<0.001, SRMR

was recorded 0.065, RMSEA was recorded 0.088, CFI was recorded 0.945, TLI was

recorded 0.933, RNI was recorded 0.945, GFI was recorded 0.986, and AGFI was

recorded 0.980. It is certain that RMSEA is under the standard value, but we

confirmed other indicators are shown adequate scores. Hence, we considered this

model a good fit.

As a result of hypothesis testing, H1, H2, and H3 are supported.

Figure8. Result of this survey

Sample size=262
Chi-square statistic=260.224
P-Value: p<0.001
Degrees of Freedom =86
SRMR=0.065
RMSEA=0.088
CFI=0.945
TLI=0.933
RNI=0.945
GFI=0.986
AGFI=0.980
GFI－AGFI=0.006>0
(***P<0.001 **P<0.01 *p<0.05)

Source: authors

5. DISCUSSION AND IMPLICATION

In this section, we discuss our findings based on the results. Then, we clarify

the academic and practical implications of our research.

5-1. Discussion

We discuss the analysis results. First, firm specificity in work experience (H1) has a positive impact on psychological safety toward managers. This is a very significant finding. The reason is that we confirmed this relationship only with the interview results, but not with previous studies. Internally developed managers can accumulate specific skills that can only be acquired by working for the same company for a long time. We think that local subordinates may feel safe and trust their managers through such actions as seeing them every day, observing their work and communicating with them in the workplace. This idea was confirmed by the results of some interviews.

In addition, psychological safety toward managers that is formed as above have a positive impact on organizational citizenship behavior (H2) and proactive behavior of subordinates (H3). Therefore, we think that the feeling of safety and trust toward the manager over a long time leads to a subordinates' work for the company and their future. For example, this leads to making a new suggestion, being voluntary overwork and studying about a job.

From these results, we clarify the advantage of internally developed managers in Japanese overseas subsidiaries. In previous studies, the utilization of internally developed talents in Japanese overseas subsidiaries was only recommended without any evidence (Koike, 2008: Kishi, 2010). To research the advantages of internally developed managers and to further discuss the utilization of internally developed talents in Japanese overseas subsidiaries, our research question consisted of "What beneficial effects do internally developed local managers have on their subordinates?" As a result, our findings could make progress in the study of new utilizing human resources in Japanese overseas subsidiaries by providing evidence to support the advantages of internal developed local managers. This indicated that internally developed local managers have beneficial effects that enhance local subordinates' psychological safety toward managers and more likely subordinates to do extra-role behavior for the company. Therefore, Japanese subsidiaries should not only pursue to acquire highly talented local managers through external hiring, but also invest in managers from subordinates who have been developed in the company. We could interpret that this may have inspired a return to the focus on internal development, rather than only external. Furthermore,

these results may suggest that the Japanese overseas subsidiaries in our survey have the strength of Japanese management. Hence, we could assume an internally developed manager can create a good relationship and a good workplace through its relationship. This may be related to strengths of Japanese companies such as collaborative work or unity of the organization.

5-2. Implication

We propose both theoretical and practical implications based on our results.

In the academic field, our findings contribute to previous studies of human resource management in Japanese overseas subsidiaries, particularly for talent acquisition methods. The new finding by our research is that "firm specificity in work experience has a positive impact on psychological safety toward managers" and "psychological safety toward managers have a positive impact on proactive behavior of subordinates". These findings haven't been researched in previous studies. Furthermore, we researched the relationship between psychological safety and organizational citizenship behavior by the sample of local subordinates in Japanese overseas subsidiaries. Therefore, we shed light on the advantages of an internally

developed local manager and the special effects of them affecting local subordinates. This study is the first to find and examine the effect and advantages of internally developed managers in Japanese overseas subsidiaries based on the practical perspective of interviews.

In the practical field, our finding led to the advantage of talent acquisition by internal development in Japanese overseas subsidiaries. This finding contributes to solve the issue in acquiring local excellent "talent", because we suggest internal development in the situation where most companies depend on external hiring. Furthermore, talent acquisition in manager positions by internal development in Japanese overseas subsidiaries produces strengths of Japanese companies such as collaborative work or the unity of the organization. After the IT revolution, it is a very important discovery in the situation where many workers aren't willing to act for organization due to tendency towards individualism.

6. CONCLUSION

This study revealed the effects and advantages of internally developed managers affecting work environment and subordinates working performance. Many

Japanese overseas subsidiaries have faced the issue of acquiring talents who have many skills and knowledge. To present the way of solving the issue, we shed light on the new utilizing human resource discussed by some researchers. However, what is the effect of internally developed managers affecting the organization and subordinates wasn't identified. This paper gave one view on it. It is that internal developed managers having firm specificity in work experience affects subordinates feeling safe to work and to communicate what they want to say and, the more likely subordinates to do spontaneous action for the company. Such development of research on the new utilizing human resource might have significant implications for every Japanese overseas company which has faced the issue of acquiring talents such as managers.

However, this paper has two limitations. First is that the sample size of the quantitative survey was small. This didn't make it possible to analyze each country. This may be because of cultural differences that may have an impact on the results. Second is that this study is a premise of externally hired managers who are changing jobs for a short time. This is generally said not only to managers but to all talents. However, even they may stay longer for some people. Furthermore, our

findings revealed the advantage of internally developed managers, but likewise the advantage of externally hired managers needs to be clarified. By clarifying this, it needs to show that results will not be the same as in this study. These limitations are left for future study.

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その他

インターネットからの引用

独立行政法人経済産業研究所（RIETI）（2021）久米功一・鶴光太郎・佐野晋平・安井健

悟著「変貌する日本の雇用システムの下での組織市民行動の再評価ー所属型・挑戦型組

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（https://www.rieti.go.jp/jp/publications/nts/21j044.html　閲覧日:2021 年 11 月 3 日）

新聞からの引用

日本経済新聞（2019/06/18・朝刊）「採用新時代会社が変わる（上）背水の「適所適材」

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Accompany material 1. Interview result

Company: A				
NO.1	**Type of Industry**	**Year of overseas expansion**	**Number of employees**	**Country**
	Groceries	1990	217	China

Q1		Internal development
Q2		Local managers understand something that they only understand such as culture and language of the country the company have expanded. Internally trained ones tend to understand the company. With internally trained managers, anyone can become a manager, making it easier for them to control.
Q3	**Firm Specificity in Work Experience**	Internal trained managers accumulate skills and knowledge that can only be applied in the company. But , since they can only be used in that company, they cannot be used in other companies. A characteristic related to this would be a factory that does simple tasks.
	Psychological Safety toward Manager	By staying for a long period of time, the communication between managers and employees is going smoothly and the working environment is good because of the good relationships. However, there is a loose atmosphere because of the friendliness.
	Organizational Citizenship Behavior	There were cases of new products being developed by staying for a long time. A product unique to the country was created that could not be found in Japan (ex.Garlic Furikake). However, he felt that this kind of behavior was less likely than in the past.
	Proactive Behavior	Many employees are working without thinking about their future. Many employees try to work within their own duties for the time being. However, there are also employees who actively do things outside of their duties.

Company: B			
Type of Industry	**Year of overseas expansion**	**Number of employees**	**Country**
Machinery Industry	2002	91	China

NO.2		
Q1		External hiring
Q2		They acquire talents who are experts in their field. This means that they can easily acquire skills and knowledge that are specific to that job. But they don't have management skills, they may not be suitable to be a manager.
Q3	**Firm Specificity in Work Experience**	Many people have skills that could be used in any company. Conversely, they don't have skills that are unique to that company.
	Psychological Safety toward Manager	It is difficult to cooperate with others, and the atmosphere tends to be awkward. They have a back and front face. On the surface, they make a front face by talking in front of others, but behind the scenes, they are usually complaining.
	Organizational Citizenship Behavior	Worker would never work for an organization, but they would act if it was for their own skills and career.
	Proactive Behavior	Worker faithfully follows the instructions of their superiors, but only does what is within his duties. This is because they work with the thought that if they don't follow them, they may lose their employment.

Company : C				
NO.3	**Type of Industry**	**Year of overseas expansion**	**Number of employees**	**Country**
	Metal Products	1988	93	America

Q1		External hiring
Q2		The company had to be external hiring because they had to adapt to local conditions overseas. Their managers have their own ideas, intentions, and careers.
Q3	**Firm specificity in Work Experience**	Managers tend to have general skills that can be used in any company . They promote those skills as their own characteristics. And they are looking for a place to output those skills.
	Psychological Safety toward Manager	The relationship between managers and subordinate is dry and there is no such thing as trust. However, they try to communicate with each other because it is their job.
	Organizational Citizenship Behavior	Since they only perform duties within their agreements, they do not work for the organization.
	Proactive Behavior	They work for themselves because they have their own intentions, ideas, and careers. Therefore, many of them work for their career advancement.

Company : D				
NO.4	**Type of Industry**	**Year of overseas expansion**	**Number of employees**	**Country**
	Construction	1986~2004	567 (Total of 3 companies)	China, Korea, America

Q1	External hiring
Q2	There is still some kind of promotion system in place as a legacy of Japanese companies, but the hiring methods are adapted to the local market. However, such managers can bring new knowledge and skills to the workplace.

Q3	**Firm Specificity in Work Experience**	They often have skills that could be used in any company. This background is attributed to the high mobility of people.
	Psychological Safety toward Manager	At work or anywhere else, worker say exactly what they want to say. Also, the workplace seems to be a bit awkward. However, it is the position and the skills that a person has that makes it easier to trust and respect them.
	Organizational Citizenship Behavior	Basically, worker don't do anything other than what is stated in our duties. As a result, there is not much overtime work for the organization.
	Proactive Behavior	Although there is a promotion system, they do not make any effort to learn Japanese or learn more about the company. This is because people change jobs.

Company : E				
NO.5	**Type of Industry**	**Year of overseas expansion**	**Number of employees**	**Country**
	Agriculture, Forestry and Fisheries	1982	217	Philippines

	Q1	Internal development
	Q2	The company was trying to acquire managers through external hiring, but it was difficult to acquire them, and even when they were acquired, they did not stay. Therefore, they were able to successfully apply talents who remained in the company.
Q3	**Firm Specificity in Work Experience**	Because worker have accumulated experience and know- how through long-term internal training, they have abilities that can only be used in that company.
	Psychological Safety toward Manager	Worker communicate and share various things such as their personal and professional life. And by seeing the work of the internally trained manager, worker can also build trust. Therefore, the human relations and the atmosphere in the workplace are good.
	Organizational Citizenship Behavior	Working for an organization is a common thing. For example, there are many employees who willingly work overtime for the company, even though they are not forced to do so.
	Proactive Behavior	Probably because of the promotion system, many employees work with the idea that they too can be promoted if they work hard. This improves their motivation and aggressiveness.

Company : F			
	Type of Industry	**Year of overseas expansion**	**Number of employees**	**Country**
NO.6	Food Service	1982	327	Taiwan

Q1		Internal developing
Q2		There are many advantages to working in the long term. In the restaurant industry, once a manager has gained experience in a restaurant, they will have a better understanding of the field. This is difficult to do with external hiring, maybe because of the nature of the industry.
Q3	**Firm Specificity in Work Experience**	There are many advantages to working in the long term. In the restaurant industry, once a manager has gained experience in a restaurant, they will have a better understanding of the field. This is difficult to do with external hiring, maybe because of the nature of the industry.
	Psychological Safety toward Manager	In the workplace, there are many familiar faces, so communication is smooth and there is trust. However, some employees only communicate as part of their job and do not get deeply involved in other activities.
	Organizational Citizenship Behavior	Workers makes new suggestions for the organization. For example, the company introduced a home delivery service because of the decline in sales at Covid-19 . As a result, sales recovered somewhat.
	Proactive Behavior	The level of satisfaction with the job itself seems to be high. Therefore, many employees stay for a long time and have a sense of belonging. After all, if workers are suited to the workplace and their duties, they will stay for a long time.

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Accompany material 2. questionnaire form

Survey of local employees

Thank you very much for taking time out of your busy schedule to cooperate with our research survey.

This survey is anonymous and no personal information will be identified, and it is not related to any personnel evaluation.
The purpose of this survey is to clarify the results obtained from the relationship between supervisors and subordinates.

This research will be used for a report at the IB intercollegiate conference (http://ibintercollege.org/), which has a 10-year history. We, the Usui Seminar of Nihon University (http://usuiseminar.sakura.ne.jp/usui_seminar/), are working hard every day to achieve high results in this competition.

Thank you very much for your cooperation. If you have any questions, please feel free to contact us at the following e-mail address.

E-mail address for inquiries: garimayo.usuizemi@gmail.com

*必須

Please choose from the following five options the ones that apply to you. Please answer intuitively, without thinking too much.　　※Response time: about 5 minutes

1	2	3	4	5
○	○	○	○	○
DISAGREE	DISAGREE A LITTLE	NEITHER	AGREE	STRONGLY AGREE

1. Q1. Your manager has the ability to process tasks based on years of experience in your organization. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

2. Q2. Your manager understands well what his/her staffs are doing at work. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

3. Q3. In your company, your manager is aware of the roles of other departments very much. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

4. Q4. Your manager understands the knowledge and know-how that are built on YOUR company's CULTURE. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

5. Q5. Your manager had the best of intentions toward me. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

6. Q6. Your manager really cares about you. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

7. Q7. Your manager respects your abilities. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

8. Q8. Your manager is interested in you as a person. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

9. Q9. You trust the manager. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

10. Q10. Your manager go to bat for you. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

11. Q11. You feel your manager works for your best interest. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

12. Q12. Assists manager or co-worker with his/her work(when not asked). *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

13. Q13. Helps others who have been absent. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

14. Q14. Takes time to listen to co-worker's problems and worries. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

15. Q15. Come up with ideas to improve the way in which your core ta done. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

16. Q16. Developed new and improved methods to help your work uni better. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

17. Q17. Come up with ways of increasing efficiency within the organization. *
1つだけマークしてください。
1　2　3　4　5
disagree ○ ○ ○ ○ ○ strongly agree

18. Q18. Which of the following is your age?
1つだけマークしてください。
○ Under 20
○ 21~30
○ 31~40
○ 41~50
○ 51~60
○ Over 61

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Google フォーム

职场上的上下级关系问卷调查

您好！感谢您百忙之中抽出宝贵的时间，本次问卷调查想要了解贵公司与员工的上下级关系情况。
请您根据实际感受和看法如实填写。
本问卷采用匿名形式，不会泄露您的个人信息。用于日本国际商学大赛(http://ibintercollege.org/)的论文研究。
总共23问，大概占用您3分钟的时间。
如果您有任何疑问，请联系：garimayo.usuizemi@gmail.com
感谢您的配合！

* 必须

请用1到5分来回答这个问题，其中5分表示"非常同意"，1分表示"非常不同意"。

1	2	3	4	5
○	○	○	○	○
不同意	稍有异议	两者都不是	同意	强烈同意

1
您的直属上司是否在贵公司里是否有多年的工作经验（10~15年）？ *

1 2 3 4 5
○ ○ ○ ○ ○

2
您的直属上司是否了解属下的工作内容并有效率的执行工作？ *

1 2 3 4 5
○ ○ ○ ○ ○

3
您的直属上司是否了解其他部门的工作职责？ *

1 2 3 4 5
○ ○ ○ ○ ○

4
您的直属上司是否充分了解公司的具体知识？ *

1 2 3 4 5
○ ○ ○ ○ ○

5
您的直属上司是否对您在工作的表现满怀期待？ *

1 2 3 4 5
○ ○ ○ ○ ○

6
您的直属上司是否对您十分关心和照顾？ *

1 2 3 4 5
○ ○ ○ ○ ○

7
您的直属上司是否对于您的能力表示信任？ *

1 2 3 4 5
○ ○ ○ ○ ○

8
您的直属上司是否对于您有兴趣？（正面的意思。哪怕对与工作不相关的事情也表示兴趣）*

1 2 3 4 5
○ ○ ○ ○ ○

9
您是否信任您的直属上司？ *

1 2 3 4 5
○ ○ ○ ○ ○

10
您是否认为您的直属上司会为了您竭心尽力？ *

1 2 3 4 5
○ ○ ○ ○ ○

11
您是否认为您的直属上司对于您的要求会给予回应？ *

1 2 3 4 5
○ ○ ○ ○ ○

12
您是否会帮助直属上司或同事的工作呢？ *

1 2 3 4 5
○ ○ ○ ○ ○

13
您是否会帮助休假的人减轻负担呢？ *

1 2 3 4 5
○ ○ ○ ○ ○

14
您是否会倾听同事或同事的烦恼心事呢？ *

1 2 3 4 5
○ ○ ○ ○ ○

15
您为了让工作更好的执行并完成，是否会提出改善的点子？ *

1 2 3 4 5
○ ○ ○ ○ ○

16
您在团队中，是否有提出过提高小组成果的建议？ *

1 2 3 4 5
○ ○ ○ ○ ○

17
您在团队中，是否有提出过提高小组效率的建议？ *

1 2 3 4 5
○ ○ ○ ○ ○

18
您的年龄？

○ 未满20岁
○ 21~30岁
○ 31~40岁
○ 41~50岁
○ 51~60岁
○ 61岁以上

Microsoft Forms