

# **How Organisations Can Achieve WLB** **~WLB-JUKU INDEX~**

**Gakushuin University Research Institute  
for Economics and Management (GEM)**

**GEM-WLB Project team**

# 【 I 】Current Situation of WLB in Japan

## Main Policies of Japanese Government

### (1) The Law to support the development of the next generation

- Came into effect in 2005
- Aims: in order to mitigate the falling birth rate and to respond to the effects caused by increasing number of families where both parents work, the initiative will reform workplace practice to make it more family-friendly and supportive to working parents. It also encourages companies to review their workplace culture.
- Companies must produce an action plan on workplace reforms. The plan will be approved by the Minister of Health, Labour and Welfare if it meets the requirements. Accredited organisations are entitled to use the KURUMIN logo on their products and in job advertisements.
- By the end of June 2008:  
~585 companies had applied, out of which 545 were accredited

### (2) The Work Life Balance Charter

- Came into effect in 2007
- In order to change our society by changing the way of work, we need to;
  - (a) Present the image of a society in which WLB has been achieved.
  - (b) Set the target to be achieved in the next 10 years.
- In a society in which WLB has been achieved (WLB Society):
  - (a) Everyone will be able to work and be financially independent.
  - (b) A healthy lifestyle and personal fulfilment will be available for all.
  - (c) Everyone will be able to choose how they live and work.

# How to achieve a WLB Society

- **A major step forward to realize WLB society is to achieve WLB in workplaces.**
  
- **How companies view WLB today**
  - ◆ Costly and of little benefit to the business. No interest beyond complying with the minimum legal requirements.
  - ◆ Recognise the benefits but have little knowledge of how to achieve it in practice.
  
- **Main strategies for achieving WLB in companies**
  - ◆ Make companies more aware of the fact that achieving WLB is (a) an effective way of improving organizational performance, and (b) a major strategic aim for management.
  - ◆ Establish a support system that helps companies to take appropriate actions to realize WLB.
  - ◆ Developing a system whereby the effects of current WLB policy on organizational performance can be measured. The system will also enable companies to set up effective policies and practices.

## 【Ⅱ】What is WLB-JUKU INDEX?

- ❑ **Developed by GEM in partnership with Work Life Balance Juku, which has 34 leading companies, 5 employers' organizations and other observers as its members.**

《Who are the members? 》

～Nichirei Foods, Seiko Epson, Tokyo Electricity, Ricoh, Sonpo Japan Insurance, Shiseido, Japan IBM, Dentsu and other

- ❑ **A WLB self assessment tool to be used by companies**

## **【Ⅲ】WLB-JUKU INDEX: Features**

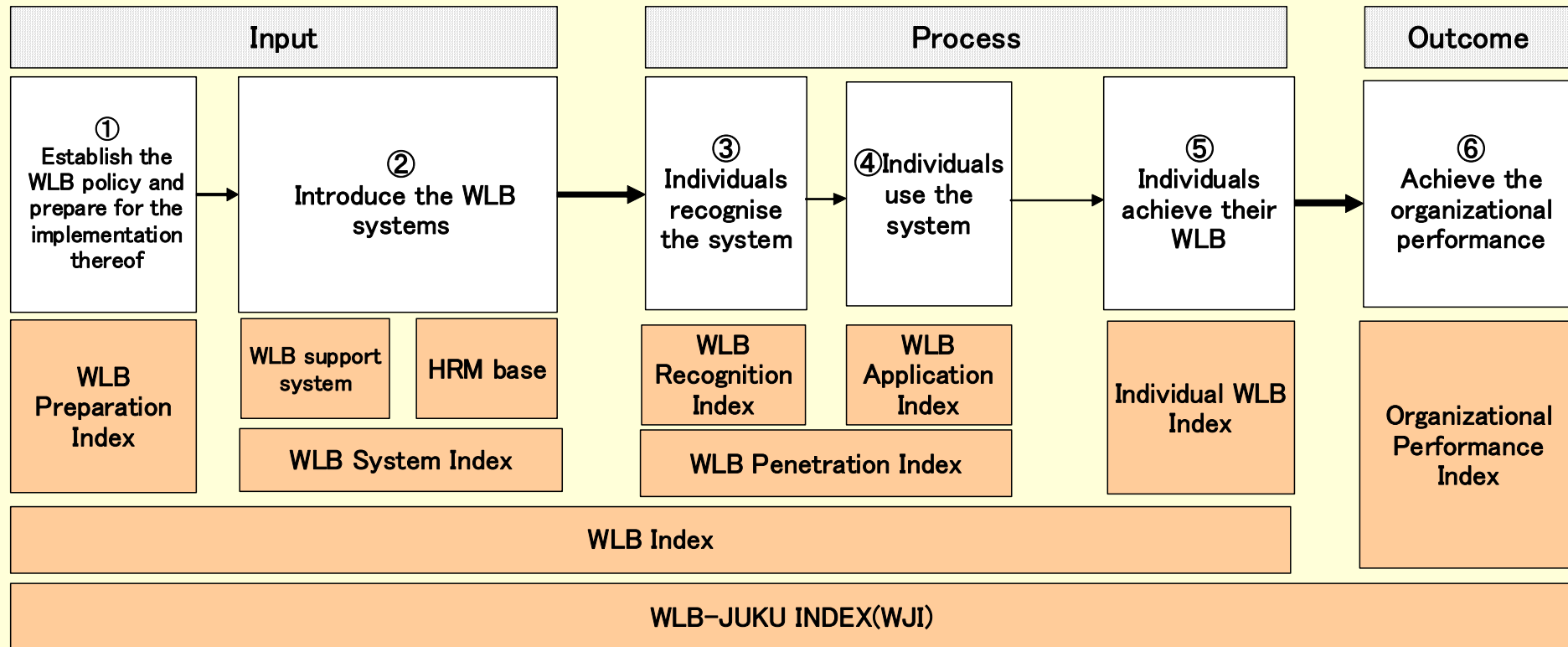
### **□ Enables systematic assessment of WLB**

- ◆ The Index covers whole process of establishment of the management system to promote WLB, achievement of WLB by employees and its effects on organizational performance.

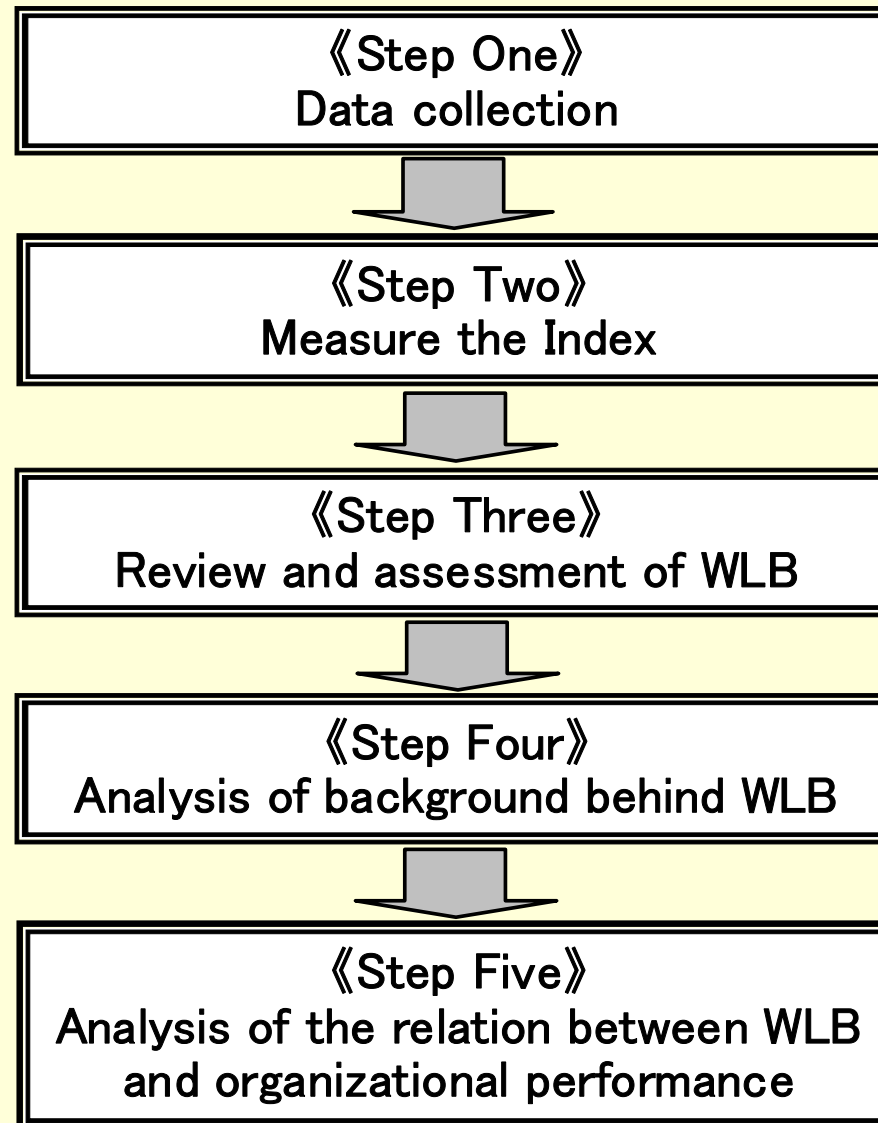
### **□ Enables an assessment of the system's effectiveness on both employees and management**

- ◆ On employees: by measuring individual WLB, i.e. surveying the employees' awareness and attitude.
- ◆ On management: by reviewing the organizational performance using a 'balance score card' concept

# 【Ⅲ】WLB-JUKU INDEX: Structure



## 【IV】How to use WLB-JUKU INDEX (WLB evaluation process)



# **【 V 】Measuring the Index**

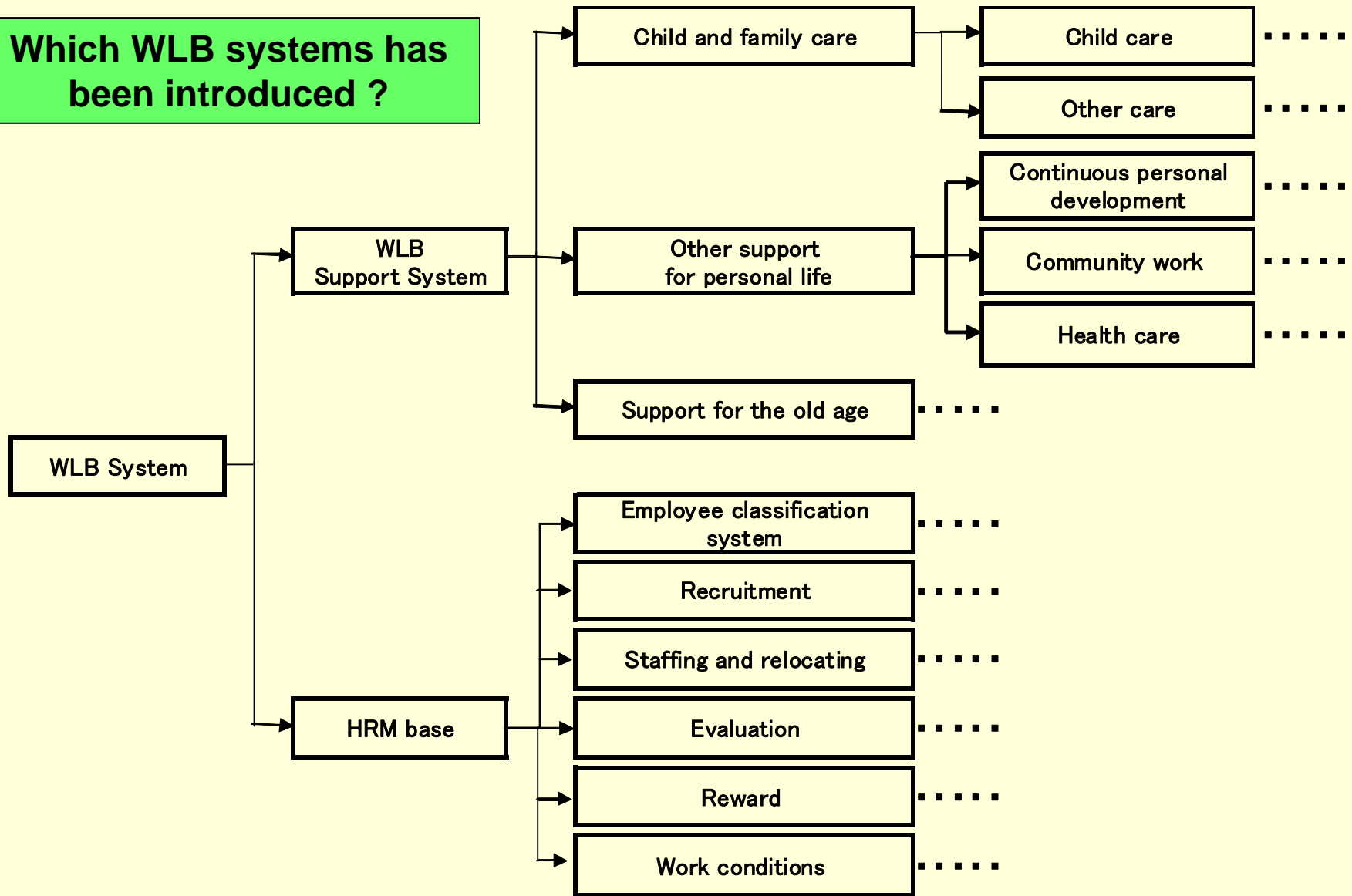
## **WLB Preparation Index**

- Assess how well the management system is prepared for achieving WLB in each management cycle.**
  - ◆ Planning**
  - ◆ Implementing**
  - ◆ evaluation**



# WLB System Index

Which WLB systems has been introduced ?



# WLB Penetration Index

- Penetration of the WLB system within an organisation can be assessed by:
  - ◆ WLB Recognition Index
    - To what extent is the system recognised by individuals?
  - ◆ WLB Application Index
    - To what extent is the system applied?
    - The extent is evaluated by;
      - ①The organisation's self assessment
      - ②An objective assessment of how well the system is used by the employees.

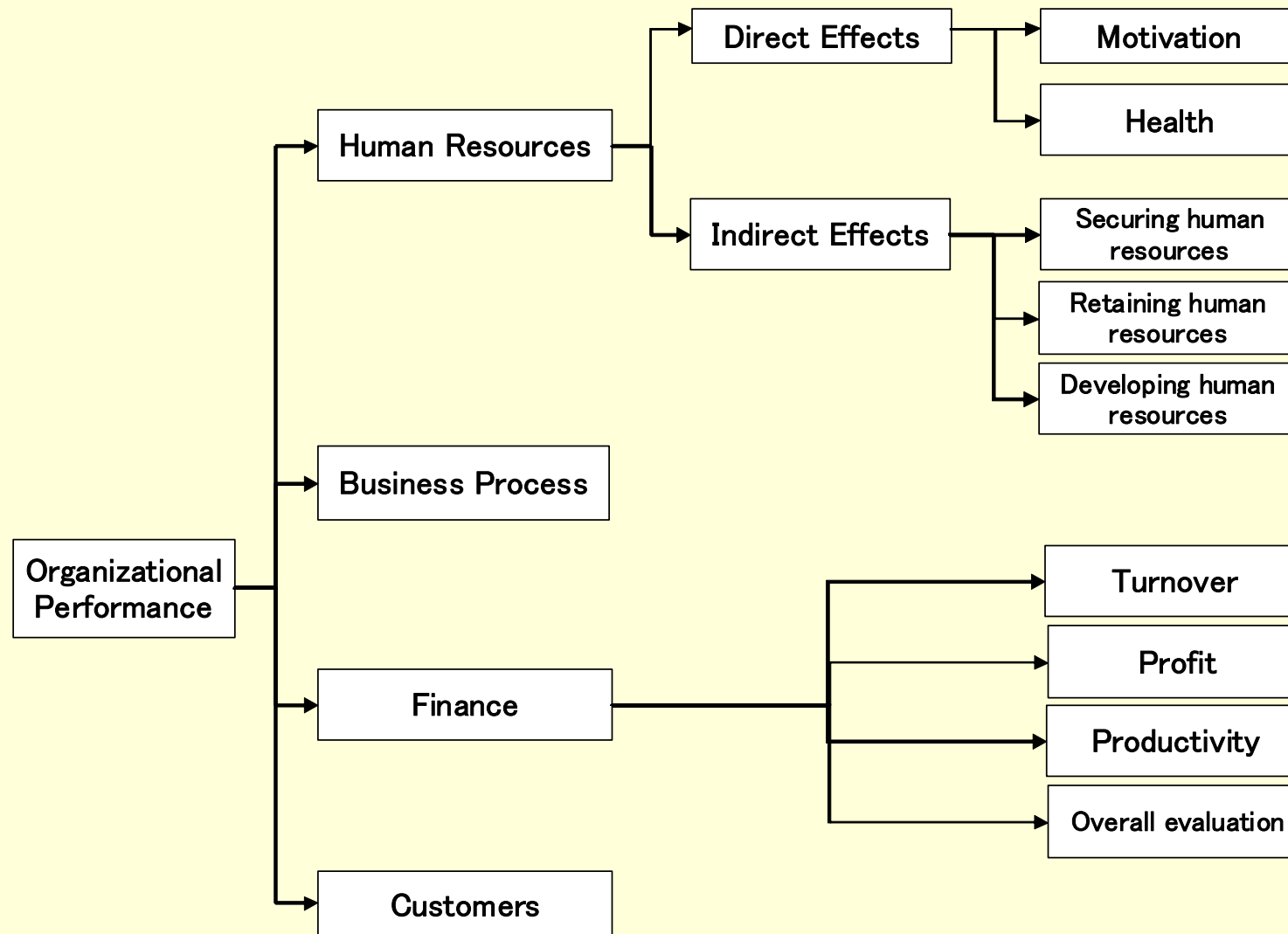
# Individual WLB Index

- To assess how WLB has been achieved by individuals at work and in life using an employee survey

## **【VI】WLB and organizational performance**

- ❑ To show what effects the WLB practice has had on organizational performance
- ❑ To identify the external factors that support and encourage companies to achieve WLB and to improve their organizational performance

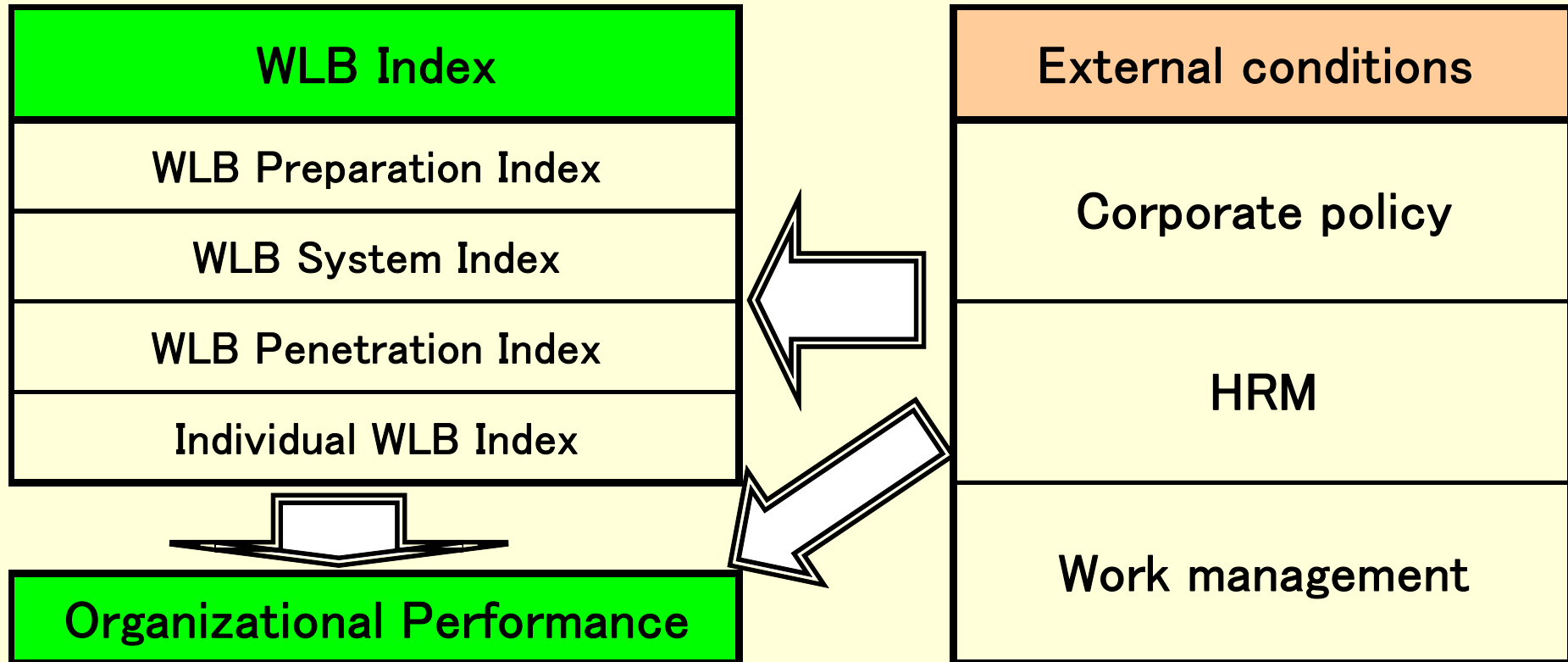
# Organizational Performance Index



# Analysis of Relation between Individual WLB and Organizational Performance : an example

Organizational Performance			Correlation coefficient		
Direct effects	Motivation		0.268	***	
	Health	Physical fatigue	0.375	***	
		Psychological fatigue	0.305	***	
Indirect effects	Securing human resources		0.227	***	
	Retaining human resources		0.306	***	
	Developing human resources	Developing skill		-0.094	
		Widening social network outside the workplace		0.771	
		Finding out different values and concepts outside workplace		0.754	
		Improving time management at work		3.177	***
		Developing skill needed to do work efficiently		3.632	***
		Helping to view own work from a new perspective		0.803	*

# WLB and external factors



## 【VIII】Questionnaires for measuring the Index

- Structure of questionnaires ~ For companies (organisations) and for individuals
- Types of questionnaires
  - ◆ For large companies ~ Full and shorter versions
  - ◆ For medium to small companies ~ Shorter version
  - ◆ For specific businesses/occupations ~ For (e.g.) doctors and nurses
- Summary of the questionnaires ~ shorter version for large companies ~
  - ◆ Main questions for companies (organisations)
    - ~ Types of the companies (organisations), their own WLB system and practice, and HR and work management policies
    - ~ Number of questions : 27
  - ◆ Main questions for individuals
    - ~ Who they are, how they use the WLB system at work, details of their work, and how they view their own WLB in their lives.
    - ~ Number of questions: 14

## 【Ⅹ】 About the WLB Project Team (GEM-WLB PJ)

### □ GEM and GEM-WLB PJ

- ◆ GEM is a non-profit research institution affiliated to Gakushuin University. GEM-WLB PJ is a research unit set up within GEM.
  
- ◆ How does GEM-WLB PJ make contribution to society  
~With the WLB-JUKU INDEX, a unique system developed by us, we will help companies to realize their WLB which leads to the development of new work-way and the enhancement of quality of working life.
  
- ◆ Main activities
  - ① Developing and improving the WLB-JUKU INDEX
  - ② Assisting and supporting companies on how to use the Index
  - ③ Building a database based on the Index and offering companies the benchmark data.
  - ④ Academic research activities in the field of WLB.



## □ WLB Project Team

- ◆ Head of the Project ~ Koichiro Imano (Professor)
- ◆ Research ~ Akira Wakisaka (Professor)
- ◆ Public Relations ~ Hiroshi Kitani (Visiting Professor)
- ◆ Surveys ~ Yumi Nishioka, Miho Fujinami, Mitsuyo Matsubara, Masako Hirohashi (visiting researchers)
- ◆ Other external contributors

## □ Contact

- ◆ GEM-WLB PJ, Gakushuin University Research Institute for Economics and Management  
Address: 1-5-1 Mejiro, Toshima-ku, Tokyo 171-8588  
Tel.: 03-5992-4372 (Direct)  
FAX: 03-5992-1007  
E-mail: [gem-wlb@gakushuin.ac.jp](mailto:gem-wlb@gakushuin.ac.jp)

# 【X】Our track record

## □ The Index has been used by:

- ◆ major companies~Nichirei, Shiseido and many other large organisations
- ◆ medium to small companies~companies approved as “WLB company” by Tokyo Metropolitan government and many others
- ◆ Occupational associations and others~Japanese Nursing Association, Gifu Nursing Association, Medical Institutions in Okayama Prefecture

## □ Publications

- ◆ Fujinami, Miho (2007) ‘WLB-JUKU INDEX: What It Is and How To Apply’ in *Jinji-Jitsumu NO.1016*
- ◆ Fujinami, Miho and Nishioka, Yumi (2007) *WLB-JUKU INDEX Trial Data Analysis*, Paper presented at 2<sup>nd</sup> Gakushuin University Research Institute for Economics and Management WLB Conference
- ◆ Imano, Koichiro (2008) *Work-Life Balance As a Management Strategy*, Daiichi Hoki
- ◆ Wakisaka, Akira (2008) ‘Do Taking a Child-care Leave Impede Skill Development?’ In *Gakushuin Daigaku Keizairon-shu Vol.44 No.4 (325-338)*
- ◆ Nishioka, Yumi (2008) ‘Business Performance decided by WLB Support Systems and Base Systems’ in *The Japanese Journal of Labour Studies, Nihon Rodo Kenkyu zasshi No.583*