

## Abstracts

### External and Internal Job Mobility: Descriptive Evidence from Business Card Data in Japan

Kazuhiro Teramoto (Hitotsubashi University)

Masataka Eguchi (Komazawa University)

Yutaka Kuroki (Sansan, Inc.)

Susumu Sato (Hitotsubashi University)

Takahiro Toriyabe (Hitotsubashi University)

This paper presents a novel panel dataset on the job histories of Japanese workers compiled from business card data and documents key findings on both external and internal job mobility. The dataset spans approximately 400,000 workers over a 10-year period (2014–2023), providing anonymized information on (i) employers, (ii) internal departments or organizational units, (iii) job titles or positions, and (iv) work locations. This dataset allows for comprehensive analysis of job changes involving not only a switch of employers but also internal reallocations, promotions, and relocations within firms. We integrate the job history data with a corporate information database, creating a linked employer-employee dataset. In terms of external job changes, 0.43 percent of the workers changed jobs each month, averaging 0.2 job changes per worker over a five-year period, a figure consistent with the annual job change rate reported in Labour Force Survey (4–5 percent). For internal job changes, even when limited to significant changes that involved updates to business cards, 1.20 percent of the sample experienced such changes each month, approximately three times the external job change rate. These findings suggest that Japanese workers experience at least one significant job change, including internal job mobility, every five years.

### Affluent Workers in the Age of Fluid Employment: Human Resource Management and Occupational Wage Disparities in Two Internal Labor Markets

Itaru Nishimura (Chuo University)

Kota Tagami (Japan Institute for Labour Policy and Training)

Shingou Ikeda (Japan Institute for Labour Policy and Training)

This paper aims to examine actual employment mobility among regular employees, with a focus on the economic wealth of workers, more specifically, their wage levels. The paper focuses on the concept of the internal labour market and compares the closed type internal labour market, where the main method of human resource procurement is graduate recruitment and internal appointment, with the open type internal labour market, where the main method of human resource procurement is external procurement. An analysis of the occupational mobility of individual workers and the human resource management of enterprises reveals that, as far as university-graduate white-collar workers are concerned, there is no superiority in terms of economic wealth for either the 'closed type' or the 'open type'. In this sense, university-graduate white-collar workers in the job mobility sector could become 'another model' of the affluent internal labour market. However, the job mobility sector had significant disparities between occupational categories. While it cannot be assumed that there is a preference between the two internal labour markets, with one being primary and the other secondary, the 'open type' contains problems of disparity not found in the 'closed type'. The problem is inherent in the 'open type'. These are not differences arising from differences in company size or employment status, but disparities arising within the same employment status within the same company. In this sense, the issue of employment mobility remains linked to the issue of inequality.

### Labor Mobility and Industrial Relations: Focusing on Individual Labor Mobility

Tsutomu Miyoshi (Doshisha University)

This study clarifies how unions at Japanese enterprises perceive and respond to the increasing labor mobility within and outside companies in recent years and prospects of the role of unions. First, we examine cases of human resource system reforms aimed at promoting labor mobility. These reforms include the introduction of a job-based grading system to

increase awareness of autonomy in employee careers and internal job posting systems to encourage labor mobility. While unions have a positive view of these reforms, there are still union members who struggle to fully understand the intent behind the changes. Next, we examine theoretical issues based on the organizational models of companies and the types of workers. We call workers with capabilities aligned with management strategies “CW (Core Worker)”. In RE-mode companies in which CW and management are equal, the reforms focus on the growth and utilization of CWs, and CWs benefit from enhancement of labor mobility. In such environments, several changes are anticipated: the widening of the skill gap between CWs and non-CWs (NCWs), the difficulty of transitioning away from the CW type of work, and the shift toward contract-based work styles. Unions need to support the career development of NCWs and foster an organizational culture that makes it easier for CWs to step down from their roles. This signifies a shift in the approach to job security, moving from a collective to an individual focus.

#### Non-Compete Clauses and Restrictions on Labor Mobility

**Naoko Kohno** (Kyoto Prefectural University)

While labor mobility is promoted through support for proactive career development among workers, employers often use non-compete clauses to protect their competitive interests and prevent the outflow of talented human resources. Non-compete clauses prohibit departing workers from working for a competitor, which takes away the freedom of employees to choose their occupation (Article 22 of The Constitution). The courts tend to be strict, showing that non-compete clauses must be reasonable. However, every worker has the freedom to choose their occupation. Others, especially those workers who choose job-based employment, proactively make effective use of their abilities. The clauses determined at the instigation of the employer have a significant impact on the career development of workers. To improve legal predictability, it is also important to ensure that the worker has an in-depth understanding of the non-compete clauses before finding a new job. Non-compete clauses are subject to the Antitrust Act based on the promotion of fair and free competition in the acquisition of human resources, which has different legal objectives, requirements, and effects of violations than labor law. Also, freelancers are excluded from the protection of labor law and covered under the Antitrust Act. In light of the freedom of occupational choice, future consideration should be given from the perspective of improving the working environment for freelancers.

#### Employment in Mergers and Acquisitions: A Review from the Perspectives of Companies and Employees

**Yurie Miura** (Senshu University)

This paper aims to clarify research trends on human resource employment in mergers and acquisitions (M&As) from the perspectives of companies and employees and to consider future research topics. Previous research on the perspectives of companies has revealed that the tendency among employees to remain or leave depends on M&A strategies and that human resource managers are responsible for employment in the M&A process. On the other hand, previous research on the perspectives of employees has suggested that the targets of changes with M&As are various, such as the employees themselves, their colleagues, and the organization, and that the targets have a different impact on stay or turnover. Based on the review of these previous studies, this paper suggests two future research topics. The first is that it is necessary to apply a contingent approach not only to the perspectives of companies but also to the perspectives of employees. The other objective is to clarify the tendency of employees to stay or turn over and the factors that influence this under uncertain corporate decision-making.

#### Labor Mobility, Wages, and Skill Formation among Professionals

**Takeshi Nishimura** (Matsuyama University)

This paper focuses on labor mobility, wages, and skill formation and clarifies characteristics of the professional labor market through an analysis of individual data from the Japanese Panel Study of Employment Dynamics. It is generally believed that professionals with highly specialized skills and knowledge are more versatile and have higher labor mobility.

In reality, however, the characteristics of the professional labor market vary considerably by occupation. The analysis in this paper, which focused first on the occupational identity between the first and current job and on occupational continuity when changing jobs, revealed that those in medical occupations, engineering, and education/teaching occupations have a strong tendency to remain in the same occupation from the early stages of their professional lives, while other occupations have a relatively large number of new entrants from other occupations. Analysis of turnover frequency revealed that labor mobility was relatively more likely to occur in the following occupations: physicians, social workers, artists, photographers, designers, management and accounting consultants, and those in game-related occupations. Next, an analysis of the rate of change in annual salary when changing jobs between the same occupation revealed that the rate tended to be significantly lower for engineers, physicians, those in game-related occupations, and those in fashion and interior design-related occupations. Furthermore, when we examined the effect of on-the-job training (OJT) provided by supervisors and senior employees, we found that engineers, medical professionals, and those in education/teaching tended to find OJT useful, while other professionals did not. Finally, we stated that in order to delve deeper into future discussions on the professional labor market, it is necessary to accumulate meticulous basic research on the labor market by occupation.