Summer 8-3-2017

What is the Nature of the Conflict Experienced by Japanese Workers in International Companies Based in Japan and What Type of Conflict Management Do They Access?

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What is the Nature of the Conflict Experienced by Japanese Workers in International

Companies Based in Japan and What Type of Conflict Management do They Access?

by

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A thesis submitted in partial fulfillment of the
requirement for the degree of

Master of Arts
in
Conflict Resolution

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Portland State University
2017

Abstract

The aim of this thesis was to identify and analyze workplace conflict by enquiring into the nature of conflict, conflict management, and human resources (HR) strategies for conflict management in international companies based in Japan (ICBIJ). This study explores one part of a conflict system comprising cultural issues, HR strategies, conflict, and its effect on retention. The research question is "What is the nature of the conflict experienced by Japanese workers in international companies based in Japan and what type of conflict management do they access?".

16 Japanese workers were surveyed yielding qualitative and qualitative data. Findings indicate that workplace conflicts are both interpersonal and organizational. Participants used a variety of strategies to manage conflict which varied depending on the type of conflict and the rank of the participant.

The findings indicate gaps between the ideal situation as described in the literature and reality. Recommendations are included HR and for future research.

Acknowledgement

This thesis presents not only culminating work for my master's degree, but also an exhaustive project based on my professional occupation. This thesis is my academic masterpiece and one of the most important milestones in my life.

The reason I decided to study conflict resolution is that I am enthusiastic about proposing effective advice and providing service to my former colleagues in terms of personal and organizational conflicts. My passion pushed me through this project and during the work I noticed just how much I cared for my former colleagues and companies.

I would never have been able to finish this thesis without the guidance of my committee members, help from my former colleagues, joy from friends, and support from my beloved husband. First and foremost, I would like to express my dearest gratitude to my advisors, Dr. Rachel Cunliffe, Dr. Mary Zinkin, Dr. Vandy Kanyako, and Dr. Barbara Tint. I cannot express enough thanks to my committee for their contributed support and encouragement. Dr. Cunliffe is one of the best advisors. I am really grateful that she led me to the right path to finish my work. She is a genuinely thoughtful person. Her advice

It is also necessary to offer thanks to my editor, Evan P. Schneider. After unexpectedly

meeting Evan, I received the most helpful feedback and guidance in terms of how to

construct impactful, effective sentences. English is not my primary language, so I

appreciate that he did not judge me, tried to understand my points, and supported me in

a respectful manner. I do not think that I could have finished this paper without him.

I especially want to thank my dearest husband. He has always supported me and has

given me unconditional love throughout this process. He is the most secure part of my

life. I cannot express enough how much I appreciate and love him. Of course, thanks

and love, too, to my precious son.

*****

I dedicate this thesis to my husband, my son, my former colleagues, my friends, and the

people who have been struggling with workplace conflicts in Japan.

This is for improving relationships.

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Chapter 1: Introduction

Low retention rates in international companies based in Japan (ICBIJ) is a concern because losing talent has a significant impact on companies. This problem is widely shared among ICBIJ. In fact, human resources (HR) have attempted resolution of the low retention issue, by enhancing their HR policies and retention management by adding attractive monetary, welfare, and career-development. However, these changes have had mixed success.

Another consideration regarding workplace conflicts is their potential to lead to physiological instability, depression, and high suicidal tendency in workers. Jong-Min and Teodor (2008) presents that workplace conflicts contribute to increase psychiatric morbidity and especially Japanese male workers have higher suicidal risks. The Japanese suicide rate was the fourth highest all over the world in 2013 (OECD, 2015). These claims raise serious doubts on the effectiveness of current methods for dealing with workplace conflicts in Japan. These two costs are important to consider for not only HR but also for supervisors.

There are two reasons why I am doing this research. The first reason is to better understand the relationship between workplace conflicts and retention rates since low retention is expensive and employees are valuable assets. Low retention presents significant risks for corporations as it may result in loss of investment, talent,

innovation, competitive edge; also leading to low recruitment rates and an unstable

workplace environment. The second reason is because I am interested to learn what

countermeasures HR needs to take to address on workplace conflicts. The high

turnover rate, a responsibility for HR and managers to control, has a direct and

negative impact on HR activities such as recruitment and strategic workplace

planning. Thus, it is crucial to assess the current situation of how do employees try to

deal with workplace conflicts and what are obstacles and concerns for employees, and

to reevaluate HR retention management, strategies, and policies.

My Human Resources Experience in Japan

I was in charge of organizational development in HR at ICBIJ, and I

observed that a number of employees at ICBIJ left their companies after one to four

years of service. What was the main cause of their decision? This issue did not impact

only our company but also other ICBIJ. Low retention rate is not always negative;

however, the aspect of losing talent brings some significant impacts to companies. I

personally had the disconsolate feeling that people left a company for unreasonable

and potentially preventable reasons. In order to continue to pursue my professional

career, I thought this research might be beneficial for HR in ICBIJ, helping managers

to deal with workplace conflicts in their daily professional lives. Targeting employees

and situations at ICBIJ is important for me because determining reasons, which

possibly create unsatisfactory situations and work environments, could help stimulate

a new way of being at work including for HR practitioners and managers.

Research Purpose, Question, and Study Goals

This study aims to highlight the fears, obstructions, difficulties, and concerns

regarding workplace conflicts employees have. The study goal is to describe needs

and to propose support options based on voice of employees. This research is based

on my extensive HR professional experience, a robust literature review, and a survey

of Japanese employees who have worked in ICBIJ. Research shows that conflicts

occur in the workplace and that there are as yet unmet needs for intervention. The

following central research question was developed and led to this study:

What is the nature of the conflict experienced by Japanese workers in
international companies based in Japan and what type of conflict management
do they access?

Organization of the Paper

The paper is organized in five chapters. Chapter 2 presents the literature

review, providing an analytical overview of the significant literature on what kind of

workplace conflicts are there, how do workplace conflicts affect employees, what

policies and management on workplace conflicts do HR and managers govern, and

how cultural aspects may affect conflict and resolution behaviors and ways of

thinking. The literature review situates this study in a wider conflict web which, while

being beyond the scope of this study, is necessary to understand as it is the context for

this enquiry. Chapter 3 presents the methodology and research methods. Here I

discuss the reasons that I used mixed methods for this study, the process for collecting

data, what were the steps for conducting the survey, and how I grouped the data for

analysis. Chapter 4 presents the research findings. I describe the survey participants

and patterns of organizational and interpersonal conflicts. Chapter 5 presents

interpretations and discussion, and illustrates the significance of the findings,

limitations of this study, recommendations for future research, recommendations for

HR retention management practices, reflection on this study, and my conclusions.

Chapter 2: Literature Review

I am interested in uncovering the connection between retention, Japanese culture, conflict resolution (CR) in international companies based in Japan (ICBIJ), and human resources (HR) strategies. This particular study is one part of this web of themes: HR strategies and CR in ICBIJ. This paper presents study 1, Figure 1 shows the whole conflict system, and identifies a series of studies I have planned. This paper presents the findings of study 1, focusing on a single relationship from this more complex conflict system. It is likely that the smaller inquiry cannot be fully understood without an explanation of the larger context.

Study 1: HR Intervention & Workplace Conflicts
Study 2: HR Intervention & Low Retention
Study 3: Cultural Reasons & Workplace Conflict
Study 4: Cultural Reasons & HR Intervention
Study 5: Synthesize Four Elements

TL Study
Literature Review (Workplace Conflict & Low Retention)
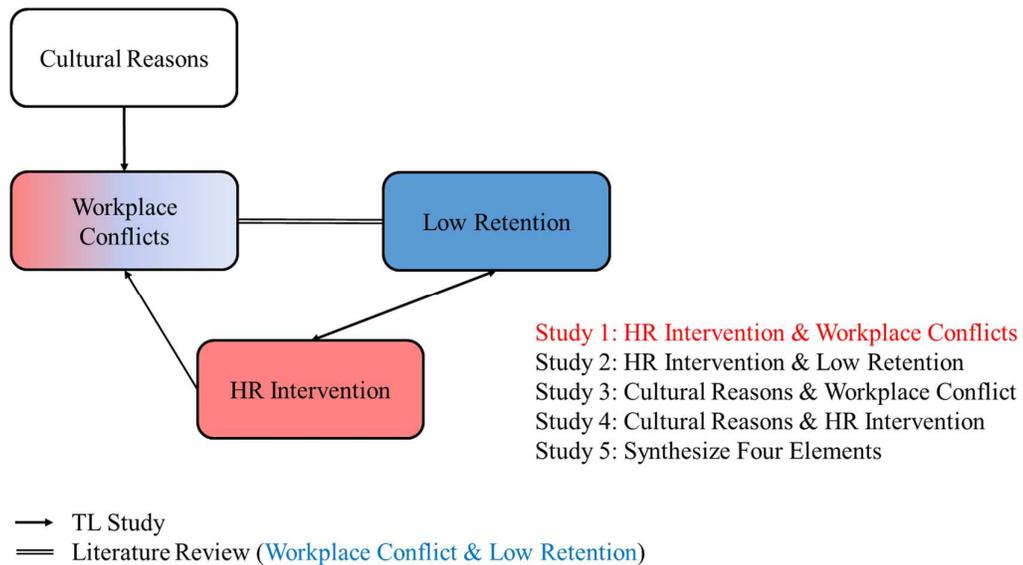
Figure 1. Scope of Study

As presented above, several areas are intricately intertwined around this study. As a result, I decided to focus on one distinct area that we need to understand

first in order to explore the complex situation. Each area is rich and offers much information. I divided the conflict into five possible studies. This study, the first, investigates a single segment of a conflict system: the nature of conflicts and the types of HR interventions needed in ICBIJ, study 1. In this chapter, I argue that unresolved workplace conflicts show a correlation with low retention. Study 2 would research the relationship between HR intervention on conflict and low retention. Study 3 would investigate cultural aspects of workplace conflict. Study 4 would explore relationship between cultural aspects and HR intervention. The final study would analyze, synthesize, and hypothesize a relationship between the four elements in order to unravel the overall picture. The review of literature here explores this wider conflict system narrowing down to the specific literature insights into the study being described. Additionally, I will discuss retention rates of ICBIJ and domestic companies based in Japan (DCBIJ) to show that ICBIJ have lower retention than DCBIJ. Second, I will discuss why workplace conflict is important to companies. This is because conflicts are not always negative and evaluating whether conflict events are constructive or destructive is important. Third, I will explain what HR and manager currently implement for retaining employees. Fourth, cultural aspects that may contribute workplace conflicts are explored along with applications for HR strategies in ICBIJ. Japan has a unique culture and that affects social structure, corporate

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structure, and leadership. Fifth, integrated theories will be presented.

Retention Rates

Retention rates between ICBIJ and DCBIJ show a huge gap. The definition of ICBIJ includes companies originally based outside of Japan and the definition of DCBIJ represents companies originally based in Japan. The turnover rate of ICBIJ was 30% in 2012, according to Hays Specialist Recruitment Japan KK (2012). This data only represents Japanese offices. Ministry of Health Labour and Welfare (2012) reported that the average turnover rate of both ICBIJ and DCBIJ was 14%. These statistics clearly demonstrate that the turnover rate of ICBIJ skews the overall result since ICBIJ's turnover rate is substantially higher than the combined average.

Why is Conflict Important to Companies?

The occurrence of conflicts is ordinary and inevitable, and conflicts are not always destructive. Conflicts can be divided into two types: constructive and destructive (Deutsch, 1977, p. 17). Constructive engagement in conflict includes cooperation, reduction of unnecessary fear, active involvement in conversation, and interaction. As a result, the chances that people reach their goals increase, and situation would be win-win. In contrast, destructive conflict is competitive, thus both parties need to consume more energy to reach their objectives (Deutsch, 1997). The situation of destructive conflicts needs attention and interventions because that

situation is where people get frustrated and things do not go well. On the premise that two kinds of conflict exist, the type of conflict must be evaluated, otherwise, needless risks may occur resulting in negative consequences such as high turnover through voluntary turnover, or at worst, higher suicide rate (Jong-Min & Teodor, 2008).

What do HR and Managers do About Conflict?

The Korn Ferry international research and analytics arm, the world's largest executive search firm and the largest publicly traded search firm in the United States, conducted an online executive survey of 262 executives in European, Middle Eastern, and African companies focusing on CEO and senior management terminations in 2008 (Bernhard & Baertschi, 2013). The second most common reason cited in the survey question "what were the real reasons you terminated?" was poor relationship with their board and peers. 47.4% of participants were unhappy with the quality of their relationships at work. In the same survey, 23% of participants brought up a common motivation for termination which is continued disagreement or personal conflict with the direction of management. This research suggests that unpleasant relationships are a trigger to voluntarily leave a company. Conflict is an inevitable part of working with other employees regardless of nationality and gender, and volunteer termination is one of the choices people may make in order to get out of an unsatisfactory situation.

HR and managers are mainly engaged in conflict situations, as presented. In this section, I will discuss what HR countermeasures may implement, and what is the requirements for managers to act as leaders in conflict situations.

HR function. In this section, I present and discuss five retention drivers and what policies are mainstream in the way of HR management. The top five retention drivers among Japanese employees are a strong relationship with the direct manager, business related stress control, salary, trust toward leadership, and job satisfaction (Young, 2014). Strong relationships are associated with harmonious, trusting workplaces where conflicts are resolved constructively.

One of the most popular policies of business related stress control is life work balance such as short-time work, flextime, and parental leave. However, short-time work particularly has a low frequency of use as employees feel using this system affects their career negatively and their supervisors do not approve of the use of this system (Kishino, 2015, p. 20). This research suggests that employees are tied down by time at work and it is difficult to take time for calming the mind.

Factors of job satisfaction and dissatisfaction were studied and integrated into Herzberg's theory of motivation (Herzberg, 2013). He explains that there are two types of factors in human needs which are "motivation factors" (satisfaction factors) and "hygiene factors" (dissatisfactory factors). Motivation factors include

achievement, recognition, work itself, responsibility, advancement, and growth.

Hygiene factors include company policy and administration, supervision, relationship

with supervisor, work condition, salary, relationship with peers, personal life,

relationship with subordinates, status, and security (Herzberg, 1987, p. 112). Each

factor has a different effect on human behavior. On the one hand, employees'

discontent should be resolved by addressing hygiene factors; however, it is not always

true that doing so will boost satisfaction and motivation. That said, it is important to

scrutinize hygiene factors insofar as job dissatisfaction has a significant impact on

retention such as relationship with supervisor, peers, subordinates, and security.

Another crucial point is that salary is not a motivation factor. On the other hand,

enhancing motivation factors might be expected to improve retention.

While salary increase is the most attractive and popular incentive offered by

global companies (Irikura, 2015), the literature suggests it is actually a less effective

motivator. Pink (2011) states that research has shown that extrinsic motivation has a

negative effect on operational efficiency, quality, and employee creativity. Incentive

theory is defined as "theories proposing that we're often motivated by positive goals"

(Lilienfeld, Lynn, Namy, & Woolf, 2009, p. 471). For instance, money (e.g. pay

raises, spot awards, and incentive bonuses) and prestige options (e.g. promotion) are

popularly used in Japan. However, many studies based on incentive theory have

shown that such rewards are not effective in the retention of employees. Kremer and

Hammond (2013) present a schematic of incentive motivation, which is a core of

current HR retention management. Just to be clear, either extrinsic and intrinsic

rewards are good or bad. A key point is to use each reward for right job.

  Managers as leaders. Trust toward leadership is crucial because trust plays a

big role in relationships in Japanese Culture. Trust is one of the core elements of

leadership (Sinek, 2014). Thus, I will talk about those points later in managers as

leader and cultural lenses to apply to conflict and strategies in ICBIJ. De Dreu, Evers,

Beersma, Kluwer, and Nauta mention that managers usually spend 20% of their work

time on conflict management (2001). Strategies of handling workplace conflicts

significantly impacts individuals, teams, organizational effectiveness, and wellbeing

(De Dreu et al., 2001, p. 645). Leadership is key to success for improving peaceful

cohabitation at the workplace. Managers in Japan typically assume a direct leadership

role in mediation or dealing with workplace conflicts. All in all, managers are

expected to show leadership and to play an important role in mediating conflicts.

  Conflict management is a required expertise for CEOs and managers. In

1988, Columbia University Graduate School of Business and Korn Ferry International

jointly conducted a study ranking ten areas of CEO expertise (Syrett & Hogg, 1992, p.

341). 1,500 chief executives in America, Western Europe, Latin America, and Japan

participated in this study, answering questions regarding current required expertise

and predicted future required expertise for the year 2000. There are four key areas of

expertise that participants answered: strategy formulation, human resource

management, marketing/sales, and negotiation/conflict resolution. A notable point of

this study is that Japan's percentage of CR is extremely low compared to other

regions. The data is unclear with respect to whether it was gathered from ICBIJ or

DCBIJ, so it is impossible to know if there is a difference.

Leadership Theories. Because managers need to show leadership it is

relevant to examine leadership theories. In this section, I discuss what kinds of

leadership approaches are ideal for employees in order to create an environment

where employees feel safe, comfortable, and trustworthy. In particular I focus on

Sinek's and Kotter's leadership theories.

Sinek mentions environmental factors are very important to workplace

success, otherwise known as "a circle of safety" (2014). Everyone has the potential to

take admirable actions if a conducive environment is developed (Sinek, 2014). The

environment should be a secure place, which is called "a circle of safety," where

people feel belonged (Sinek, 2014). In other words, before achieving a sense of trust

and cooperation, employees need to have a sense of belonging. Sinek explains that a

sense of belonging is nurtured by long and multifaceted histories in relationships

(2014). Sinek mentions that the only way to change the internal culture of a company

is with a great leader, who prioritizes his or her employees' lives and safety, provides

a sense of ease and belonging, and prepares to prioritize others first (2014). To be

more specific about leadership and truly effective leaders, he explains that the leader

is like a parent because normal parents love, protect, and have a desire that his or her

child(ren) will succeed (Sinek, 2014). Like the parent, the leader gives protection,

chances, education, and discipline if necessary in order to foster self-esteem and not

be afraid of failure. In short, leaders have a responsibility for the success of all his or

her team members. As a result, relationships between the leader and each team

member generate trust and each employee organically learns the value of cooperation

and a sense of safety. The type of relationship supervisors have with their team

members is key to creating a safe working environment. This theory is helpful when

considering an eligible person as a leader. Effective and positive chemistry among a

team possibly prevents miscommunication and conflicts.

Transformational leadership by Kotter examines which aspects and traits of

leadership are essential in order to bring about change. One prominent theory of

transformational leadership is Kotter's leadership theory. Kotter claims there are

important differences between leadership and management, and emphasizes that

leadership is the most priority (1990, pp. 3-6). Kotter argues that management and

leadership are necessary in parallel and describes explicit differences between each

role and task. Management corresponds to action for task accomplishment and

leadership provides guidance, encouragement, and empowerment to others for

accomplishing their objects (Kotter, 1990).

Furthermore, Kotter's theory focuses on leaders' traits, skills, and attitudes

toward others, stating that high levels of energy are necessary abilities for leaders.

According to Kotter (1990), people need to communicate with others to maintain

good relationships internally and externally in order to make impactful changes,

additionally, he claims that leading an organization to accomplish its vision has never

happened without an insistent energy eliciting changes. Abilities such as leadership,

attitude towards others' and high energy levels are influenced by childhood, working

experience, and experienced organizational culture (Kotter, 1990, p. 106).

Conflict in the workplace may be destructive or constructive. Constructive

conflict may be beneficial and contribute to profits, innovation, and improved

productivity. Destructive conflict has more negative effects including low retention,

talent loss and even suicide. Both HR and managers have a role in managing and

transforming conflict. HR does consultation and provides training and managers show

leadership. However, in ICBIJ there may be a complicating factor of colliding

cultures between the organizational culture and that of the Japanese workers.

Are There Cultural Lenses to Apply to Conflict and Strategies in ICBIJ?

This section provides insights into unique Japanese cultural aspects which potentially contribute to provoke workplace conflicts particularly in ICBIJ. First, I will talk about what cultural elements and social structure should be considered in order for conflicts to be understood. Second, I discuss general ICBIJ and DCBIJ cultures and structure which reflects aspects of Japanese culture and social structure such as age and organizational style. Although a majority of employees in ICBIJ are usually Japanese, ICBIJ and DCBIJ are slightly different in terms of corporate culture.

Japanese Cultural Factors and Social Structure. Japan is known as an ethnically homogeneous nation-state where 98.26% of the population is Japanese, with only 1.74% of the population being of foreign origin (Ministry of Justice, 2009). Because of this relatively homogeneous social fabric, Japanese people share similar mindsets and values, particularly valuing harmony, and trust which are derived from Japanese history. Japanese social structure contains two concepts: implicit and invisible disparity, and deference to authority. Implicit and invisible disparity appears as a result of a combination of factors, and that phenomenon generates deference to authority in everyday society.

Traditionally, Japanese people tend to place great value on connectedness to others which indicates not only surface relationships but also emotional connections

like family. Reflecting upon Japanese history helps one understand the reason why

Japanese people have kept this social structure for thousands of years. Approximately

90% of the population lived in villages and more than 80% of people were engaged in

agriculture (Fukutake, 1989, p. 33). Social values including trust and harmony

developed during these agrarian times and continue to influence how people behave

today. Harmony is called "Wa," in Japanese and is the most important social value

(Bezruchka, 2005). Japanese people traditionally nurture a cooperative relationship

with others and value group harmony and unity, placing high importance on

belonging and membership in the community. This orientation acquired during

childhood.

Condon, discussing school learning, indicates:

> Efforts to maintain harmony are reflected in many ways including cautions
> and indirect speech, taking time to sense an other's mood before venturing an
> opinion, and avoiding as much as possible public disagreement. The
> experience in the Japanese kindergarten also showed two other important
> means of ensuring harmony; the use of a go-between and the coordination of
> actions (1984, p. 14).

Trust is another important element of Japanese values. Sullivan, Peterson, Kameda,

and Shimada mention, "Trust plays a crucial role and is the essential requirement for

the Japanese" (1981, p. 805). Yamagishi and Yamagishi show that the meaning of trust

in English and in Japanese is different, and they clarify the Japanese definition as "an

expectation of goodwill and benign intent" (1994, p. 132). Japanese people do not

only expect others to become trusted people but also charge themselves to become

trusted people (Yamagishi & Yamagishi, 1994, p. 147). Their statement clearly shows

that trust is a core component for Japanese people in order to establish relationships.

Social structure contributes to how relationship works in any situation.

Condon mentions that the Japanese social hierarchy is called "Tate-Shakai (vertical

society)" (1984, p. 20). Of Tate-shakai, Buckley states:

> The hierarchies generated within vertical social structures function as the
> primary organizing principle of human relations in Japan. The criteria
> determining the order of a hierarchy can vary, but include age, seniority
> (length of employment and /or rank), education and gender (2009, p. 503).

This ideology is not only based on age, but is also formulated by family lines,

education, and the company or organization in which an individual is employed.

Additionally, it is important to consider the power dynamics and flow in relationships.

Hofstedes, who developed the concept of power distance, demonstrates that values are

what children learn at the very beginning, and a sense of value is reinforced by means

of community environment, such as school and workplace; therefore, changing values

is arduous in adulthood (Hofstede & Hofstede, n.d.). Hofstede states, "my definition

of power distance as a dimension of societal culture is as follows: it is the extent to

which the less powerful members of institutions and organizations expect and accept

that power is distributed unequally" (2014, n.d.). This conception has general

versatility; thus, it applies for any occasion such as business and family. As it relates

to organizational power structure, it is a common practice to address people in

seniority positions by their titles rather than their names. This is because the higher

position is regarded as an authority and power.

Deference to authority cannot be separated from the concept of Tate-Shakai,

vertical society. Tate-Shakai structures social class and people are expected to be

passive unless they are at the top level of the hierarchy. This traditional pyramid

shaped social structure has a top-down power flow; thus, people in the middle to

bottom in the social structure tend to have less power. Barton describes a real episode

between an upper-level employee and low-level employee at a Japanese workplace

(Barton, 2016). The episode was between a male executive in a power company and a

young female accountant who was assigned to the power company. The executive

complained and yelled at her in public because he claimed that she did not follow a

method that the power company required. In this situation, Tate-Shakai would say she

should not talk back to him no matter whose allegation was correct (Barton, 2016). To

confront the accusation would be to break a social rule because of age differences,

rank, direct manager, and he was her client. Social rules in Japan cannot be ignored

without consequence.

Corporate Culture in Japan. Corporate culture reflects Japanese culture

and social structure even in ICBIJ because the majority of employees are usually

Japanese. Japanese companies with long business histories are more prone to the

influences of Japanese culture because they are deeply rooted in local and greater

Japanese culture. Conversely, ICBIJ possess their own corporate cultures and systems

influenced by their own cultural concepts and values. These cultures may originate

from their headquarters such as in the U.S.A and U.K.. ICBIJ incorporate their

original culture, such as American and British elements. Although ICBIJ inherit these

cultural aspects, which substantially affect their employees' perspectives, the majority

of their employees are Japanese in most cases. Lee and Shah-Hosseini state

"Multinational companies are often interested in promoting corporate culture to

improve control, coordination, and integration of their foreign subsidiaries" (2013, p.

2). Thus, even ICBIJ have some degree of Japanese culture in their corporate culture.

This is because the ratio of foreign capital and the number of foreign expatriates in a

company or department impacts the workplace environment (Miroshnik & Basu,

2014, p. 83). In short, some ICBIJ are closer to DCBIJ' conceptual and cultural

frameworks, while other are closer to ICBIJ's conceptual and cultural frameworks.

Nenko-Jyoretsu, the traditional Japanese salary system, structures wages

which are decided mainly by service year (Haitani, 1978, p. 1031). Basically,

remuneration increases constantly along with the employment longevity. A

relationship between DCBIJ and their employees is given first and taken later. In other

words, this system is designed based on seniority linked to preferential treatment, which reflects Japanese values. Furthermore, seniority and preferential treatment issues impact relationships between managers and subordinates (Barton, 2016). On the other hand, ICBIJ have adopted performance-based pay systems consistent with their originating cultures, thus age and the length of service are not considered when calculating pay.

Revealing information of age may be risky for companies internally and externally because employees may make assumptions about opportunities based on average ages. For example, if the average age of managers is 35, a 45 years old staff members might conclude they would need to leave to have the opportunity to advance.

Gender ratios vary a great deal depending on industry, company, position, and employment type. Ministry of Health, Labour and Welfare provides a database on success of women at workplace (n.d.). This database contains data for both ICBIJ and DCBIJ. Data from the following three companies' comparison were taken from database of the Ministry of Health, Labour and Welfare (n.d.). Comparison can be made between Accenture, a leading global professional services company, and NTT Docomo, the predominant mobile phone operator in Japan. Both companies belong to the IT industry and they employ over 5,001 people. Their main office locations are in

Tokyo. Women account for 28.5 % of employees in Accenture, whereas women account for only 17.3% of employees in NTT Docomo. A second example is Starbucks Coffee Japan, American coffee company, and Orange Food Court, fast food provider. Both companies are in the food service industry and the number of employees are between 1,001 and 5,000. Their main office locations are in Tokyo. Women account for 62.0 % of employees in Starbucks Coffee Japan, whereas women account for only 12.2% of employees in Orange Food Court. A third example is Barneys Japan, an American chain of luxury department stores, and Sogo & Seibu Company, Limited is a Japanese retail company and department store. Barneys employs between 1,001 and 5,000 whereas is Sogo & Seibu Company employs over 5,001. Their main office locations are in Tokyo. Women account for 56.4 % of employees in Barneys Japan, whereas women account for only 33.0% of employees in Sogo & Seibu Company. These differences in different sectors indicate that in general, ICBIJ may hire more women in the workplace than DCBIJ. This may be because ICBIJ tend to have more family friendly policies including in house daycare and other family related benefit.

Next, I will discuss how much companies in Japan and outside of Japan are aware of workplace conflicts.

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Integrated Theory

Due to this examination of cultural influences which might affect conflict, it

is reasonable to theorize that HR intervention in conflict in ICBIJ must be culturally

sensitive to affect retention. In this study, I decided to focus on the nature of the

conflict to see if cultural elements were revealed, and to explore what resources were

available for resolution, and what could be improved.

According to Sinek, creating workplaces where employees feel a "deep

sense of trust and cooperation" is important (Sinek, 2014). Only great leaders are able

to change internal culture and establish a mentally safe and healthy workplace. This

concept is associated with Maslow's hierarchy of needs which contains five layers

(Kremer & Hammond, 2013). Kremer and Hammond (2013) apply the same structure

to the main applications in management. The first layer is physiological needs such as

biological needs. The second layer is safety needs; for example, security of body,

employment, resources, morality, the family, and health. The third layer is love and

belonging, which includes friendship, family, sexual intimacy, and sense of unity. The

fourth layer is esteem, which includes self-esteem, confidence, achievement, and

respect of others. The fifth layer is self-actualization, which includes morality,

creativity, spontaneity, problem solving, lack of prejudice, and acceptance of facts.

Maslow's hierarchy helps us understand the importance of secure workplaces. Here, I

would like to point out the importance of security and social needs. Safety represents

"protection from elements, security, order, law, stability, freedom from fear."

Applying the safety concept to business implies security of employment and

employment stability. Social needs imply the importance of relationship. In business,

it is vital that people have trust in relationship. A qualified person is a leader who can

treat their team members as his/her children. More specifically, a relationship of

giving protection, chances, education, and discipline is anticipated. A manager and a

team member(s) go through ups and downs and build relationship of trust, thus a team

member does not need to fear failure. That relationship could prevent

miscommunication and conflicts.

Kotter describes in concrete terms differences between management and

leadership (1990, p. 6). Management corresponds to actions for task accomplishment.

Leadership is to give guidance, encouragement, and empowerment to others for

accomplishing their objects.

Considering those theories together, an image of a leader comes to mind. An

ideal leader leads, motivates, and reassures team members. In doing so, leader and

team members develop rapport. As a result, those who have strong connection each

other could prevent misunderstanding and workplace conflicts.

Chapter 3: Methodology and Method

The overarching research question for Study 1 was "What is the nature of the conflict experienced by Japanese workers in international companies based in Japan (ICBIJ) and what type of conflict management do they access?" I was interested to learn whether there are any patterns in the thoughts, perceptions, and management styles of participants based on their position level, gender, age, education level, and so forth. Additionally, I was inquisitive about what kinds of human resources (HR) support employees need. My research aimed to discover practical HR applications of conflict management and how they fit with the needs of employees. As a result, I had 3 sub-questions around which I clustered my survey items:

Sub Question 1: Is There a Conflict? (What Kind?) – Survey Items: Question 9 and 10

Sub Question 2: What Did You Do? (HR Programs/Barriers -Why Not?) – Survey Items: Question 11, 12, 13, 14, 15, 16, and 17

Sub Question 3: How Could HR Do Better? – Survey Item: Question 20

Methods Framework

This section presents the conditions, processes, and concerns surrounding this research. In order to discover patterns, and the meaning of those patterns, a mixed method approach was chosen to design an online survey (Appendix A). Creswell suggests a mix of quantitative and qualitative research methods defined as "an

approach to inquiry that combines or associates both qualitative and quantitative

forms. It also involves the use of both approaches in tandem so that the overall

strength of a study is greater than either qualitative or quantitative research" (2008, p.

4). Quantitative data collection was chosen for ease of managing demographic data.

Closed questions facilitated quantitative analysis of patterns among demographics

data. Qualitative approaches consist of open questions to elicit people's experience.

Narrative inquiry is an approach aimed at comprehending behaviors by collecting

stories from a various people. This approach allowed me to comprehend the

experience of the participants through their stories and descriptions of their everyday

lives. (Clandinin & Huber, 2010). The online survey asked for each participant's name

in case follow-up questions and interviews were necessary to sufficiently clarify their

statements. During the analysis phase, pseudonyms were applied to their responses in

order to protect their identity and for confidentiality purposes.

Strategy of Inquiry

There were 4 steps in the data collection process. The first step was to design

an online survey. I wrote the questions for the survey and then translated them into

English for the purpose of review by my original thesis chair and the Human Subjects

Research Review Committee at Portland State University. However, they were sent to

my participants in Japanese. I was asking about conflict. The word conflict in English

is ambiguous and people may use it to describe nonviolent and violent conflict. However, Japanese does not have a single word to denote the English meaning of conflict. Japanese may use "Conflict" or other words. I used the word "Kattou" which means trouble or discord, and provided an additional definition. "This is like workplace conflict. Conflict is not connected to violence. If you have a difficult relationship or have trouble with somebody in your office that is considered as workplace conflict."

I was also interested in conflict styles. I translated the Rahim organizational conflict inventory—II into Japanese (Southeast Michigan Senior Regional Collaborative, n.d.). I attached that translation to the survey for the convenience of my participants (question 18 and 19). Unfortunately, I did not know that my translation would alter the validity and reliability of the instrument until later. When I discovered this, I decided to discard the responses. The Rahim organizational conflict inventory—II has been normed for its English version (Rahim & Magner, 1995). My decision to discard this data was supported by a brief analysis of my respondents' scores which clustered in one conflict style, avoiding. It is possible this indicated a cultural bias in the instrument and therefore masked important dimensions of conflict styles for Japanese people.

I also assumed exposure to the academic discipline of psychology might

influence respondents' strategies and choices (question 5). However, only 2 people responded having had such experience and no pattern in their responses could be discerned. So, this data was also discarded.

The second step was to tabulate the demographic information (questions 1-9). This table appears in chapter 4. The third step was to use graphs and tables to search for patterns. The patterns discovered are described in chapter 4. The fourth step was to review the qualitative data (questions 10-20); I read it and sorted it by sub questions 1, 2, and 3, and discovered themes and subthemes.

Survey Arrangements

First, I created a list of potential participants through my previous professional experience. These are people who I knew who have been working for different ICBIJ and had not spent more than 6 months working outside Japan when I conducted my study. The reason for this criterion is that Japan is a homogeneous country with unique culture and it was important that participants have unequivocal Japanese perspectives relatively untainted by western influence.

I sent a survey invitation to 30 eligible people (See Appendix B). The next step was to obtain a signed informed consent form from the people who accepted my invitation (See Appendix C). A total of 17 people accepted the invitation and participated in this study. They later received the online survey.

Participants consisted of three directors, seven managers, and seven staff members. Directors held higher positions than managers and both had at least one direct report. Staff members did not have any direct report. None of the subjects were from or worked in HR, but instead they worked in sales, marketing, research and development, supply chain, finance and legal departments. HR employees were excluded from participating due to my concern they may have biased perspectives on the subject matter given their experience and training; how they might perceive conflicts, the types of people who cause conflicts, and how to resolve conflict based HR policies.

Methods of Analysis

Upon receiving the responses to the survey, I organized them by sub research question. Sub question 1 was illuminated by responses to survey items: Question 9 and 10. Sub question 2 was illuminated by survey items: Question 11, 12, 13, 14, 15, 16, and 17. Sub question 3 was illuminated by survey item: Question 20. The sub questions were created by eliciting 2 important key points of study 1: HR intervention and workplace conflicts, as mentioned in chapter 1. Responses to the survey items 5, 18, and 19 were discarded. Items 5 yielded sparse or negligible data or responses of questionable relevance. Item 18 and 19 proved problematic because The Rahim organizational conflict inventory—II has been used for English speaking people and

not been normed for either Japanese translation or for Japanese nationals responding

in English. Thus, my translated version of the assessment would not be assessable.

Chapter 4: Research Findings

This chapter is organized using my sub research questions to present the data which provides most illumination. I describe the data here, and interpret, and discuss their significance in chapter 5. The data was collected from an online survey which consisted of quantitative and qualitative questions. Quantitative data, collected in questions 1-9, show demographic information including position at company, gender, age, and so on. Qualitative data were collected in questions 10-20, and reveal experiences, opinions, and suggestions.

A total of 30 people was asked to participate in this study of whom 3 did not respond at all. Of the 27 who did respond, 10 refused to participate due to concern that their responses would be disclosed, and fears participation in a study about workplace conflict could jeopardize their job security. Of the remaining 17 that agreed to participate in this study, one said that he has never experienced workplace conflict. Since I was interested in conflict, this survey was also set aside.

Characteristics of the Participants

Therefore, the final number of participants was 16. All participants were Japanese, and worked for international companies based in Japan (ICBIJ). They varied in ages, education level, and business experiences. First, I will introduce the participants. Next, I will describe patterns and intersections in this data. Participant

details are shown in Table 1. Each participant was given a pseudonym.

Table 1

Demographics of the Participants

Pseudonym	Position	Gender	Age	Nationality	Degree	Business Career	The Number of Companies	Service Year at Current Company
Akira	Director	Male	55-59	Japanese	College	Over 10 years	3 companies	Less than 6 months
Itsuki	Director	Male	45-49	Japanese	Master	Over 10 years	Over 4 companies	Less than 6 months
Osamu	Director	Male	35-39	Japanese	Master	Over 10 years	2 companies	Less than 6 months
Kiyoshi	Manager	Male	35-39	Japanese	College	Over 10 years	2 companies	1-3 years
Kei	Manager	Male	35-39	Japanese	College	Over 10 years	3 companies	1-3 years
Satoshi	Manager	Male	35-39	Japanese	College	Over 10 years	Over 4 companies	Less than 6 months
Takumi	Manager	Male	45-49	Japanese	College	Over 10 years	3 companies	Over 10 years
Toru	Manager	Male	Over 60	Japanese	College	Over 10 years	1 company	6-12 months
Nana	Manager	Female	45-49	Japanese	Master	Over 10 years	2 companies	7-10 years
Emi	Manager	Female	30-34	Japanese	College	Over 10 years	4 companies	Less than 6 months
Hiro	Staff	Male	35-39	Japanese	College	Over 10 years	1 company	Over 10 years
Masa	Staff	Male	50-54	Japanese	College	Over 10 years	1 company	Over 10 years
Madoka	Staff	Female	45-49	Japanese	High School	Over 10 years	Over 4 companies	6-12 months
Yoshiko	Staff	Female	40-44	Japanese	College	Over 10 years	Over 4 companies	7-10 years
Rin	Staff	Female	40-44	Japanese	College	Over 10 years	2 companies	Over 10 years
Rei	Staff	Female	35-39	Japanese	College	Over 10 years	4 companies	7-10 years

Note. The number of companies excluded service at current company.

Of the 16 participants, 3 were directors, 7 managers, and 7 staff. 10 were males and 6 were females, and their ages ranged between 30 to 60 with the modal age at 35 to 39. All 16 were Japanese and most had a college degree. All 16 had been in business for more than 10 years. 8 people worked at 4 or more companies and 5 had been in their current positions for less than six months.

Participant Profiles

1. Akira, Director, is in his late 50's. He holds a bachelor's degree, previously worked for 4 companies and has over 10 years of business experience. Service at current company is less than 6 months.

2. Itsuki, Director, is in his late 40's. He holds a master's degree, previously worked for more than 4 companies and has over 10 years of business experience. Service at current company is less than 6 months.

3. Osamu, Director, is in his late 30's. He holds a master's degree, previously worked for 2 companies and has over than10 years of business experience. Service at current company is less than 6 months.

4. Kiyoshi, Manager, is in his late 30's. He holds a bachelor's degree, previously worked for 2 companies and has over 10 years of business experience. Service at current company is between1-3 years.

5. Kei, Manager, is in his late 30's. He holds a bachelor's degree, previously worked for 4 companies and has over 10 years of business experience. Service at current company is between1-3 years.

6. Satoshi, Manager, is in his late 30's. He holds a bachelor's degree, previously worked for more than 4 companies and has over 10 years of business experience. Service at current company is less than 6 months.

7. Takumi, Manager, is his late 40's. He holds a bachelor's degree, previously worked for 3 companies and has over 10 years of business experience. Service at current company is over 10 years.

8. Toru, Manager, is over 60 years old. He holds a bachelor's degree, previously worked for 1 company and he has over 10 years of business experience. Service at current company is between 6-12 months.

9. Nana, Manager, is in her late 40's. She holds a Master's degree, previously worked for 2 companies and has over 10 years of business experience. Service at current company is between 7-10 years.

10. Emi, Manager, is in her early 30's. She holds a bachelor's degree, previously worked at 4 companies and has over 10 years of business experience. Service at current company is less than 6 months.

11. Hiro, staff, is in his late 30's. He holds a bachelor's degree, previously worked for 1 company and has over 10 years of business experience. Service at current company is over 10 years.

12. Masa, staff, is in his early 50's. He holds a bachelor's degree, previously worked for 1 other company and has over 10 years of business experience. Service at current company is over 10 years.

13. Madoka, staff, is in her late 40's. She holds a high school diploma, previously worked for more than 4 companies and has more than 10 years of business experience. Service at current company is between 6-12 months.

14. Yoshiko, staff, is in her early 40's. She holds a bachelor's degree, previously worked for more than 4 companies and has over 10 years of business experience. Service at current company is between 7-10 years.

15. Rin, staff, is in her early 40's. She holds a bachelor's degree, previously worked for 2 companies and has over 10 years of business experience. Service at current company is over 10 years.

16. Rei, staff, is in her late 30's. She holds a bachelor's degree, previously worked for 3 companies and has over 10 years of business experience. Service at current company is between 7-10 years.

Intersections in the Data. All participants were Japanese. Managers ranged in age between 30 to 60 and staff ranged in age between 35 to 60. All 16 participants hold college or Master degrees. All participants had over 10 years of experience in business. All participants had worked for at least 2 different companies during their career. 4 participants, who were between age of 40 and 54 have worked for one company for more than 10 years. Staff tended to work at the same company longer than managers. The fact that everyone in all ranks were across the age ranges was interesting because it may be different from typical Japanese companies where age

and rank were more likely to be related.

The Nature of Conflict

The qualitative data explored the nature of conflict and the types of resources people sought.

Organizational and Interpersonal Conflicts. All 16 participants responded that they experienced conflicts at the workplace. 11 qualitative questions were asked. There are two main types of conflicts described. One is organizational conflict and the other is interpersonal conflict. The number of interpersonal conflict cases is greater than organizational conflict cases. The situation of interpersonal conflict is much more complicated. There were three types of interpersonal conflict: with managers, subordinates, and team members.

Sub Question 1: Is There a Conflict? (What Kind?) – Survey Items: Question 9 and 10

Organizational Conflict

Only two respondents mentioned organizational conflict.

Akira, Director, mentioned:

> When product shortage is predicted, sales department always demands supply chain to increase production volume and to ship products by air. However, conflicts happen between sales and supply chain after management decides corporate profits before product shortage. In case of harmonizing the differing interests between departments or parties, it is important to clarify each standpoint.

Hiro, Staff, mentioned:

> Issues in my department were typically resolved by department management, so it was a simple system in which employees obeyed whatever management decided, such as how to address a product shortage. In that case, conflicts rarely occurred. On the other hand, if issues developed into cross-functional[1] team problems, conflicts happened between departments.

> Both statements seem to indicate departments and teams may have different

interests and priorities although they may share same business goal. Organizational

conflicts may arise when goals and priorities between different departmental teams

are not aligned. In both incidences of organizational conflict, it appears management

was responsible to resolve it.

Interpersonal Conflict

Three types of interpersonal conflicts were described by 7 respondents: with

managers, subordinates, and team members.

i.   With Managers

Four people described conflict between people of different ranks. Akira, a director,

described the effect on teamwork:

> My direct report and his subordinate sometimes did not get along. Due to their relationships, team management did not go well.

Yoshiko also described this effect:

> My supervisor did not give me any daily feedback or sharing; however, some of my team members always seem to have updated information. In addition, I

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[1] Cross-functional team means involving people or departments who do different types of work for the same company (Cambridge University Press, n.d.).

did not click with some of my teammates…At the end, my team dismantled. However, I think that the dissolution of the team was a good way to get a sense of closure. I wish my supervisor's manager knew what was going on with the department and intervened to help improve the situation.

Interpersonal conflicts on others especially team relationship may have impact on others and outputs.

Kei described conflicts as a result of manager turnover:

My former supervisors changed frequently. Additionally, one of my former supervisors was not interested in working in the department and always thought about moving to another department. Thus, it was hard for me to understand what the manager was thinking, so we had conflicts. As a result, I could not trust the manager.

Here the conflict was affecting relationship of trust and sense of alignment.

Emi, manager, described challenges in having such conflict addressed:

My manager who was in another country made unreasonable demands and had negative attitudes toward me; however, the only way that I could report my situation was to speak up. Speaking up is perceived as a risk for it could affect my evaluation.

Here the conflict affected security in the job causing intimidation and silencing.

The sense of powerlessness and feeling of threat to one's job or position, whether real or not, can drive people to take more passive stances on their conflicts rather than confrontation. Fear of retaliation from management, regardless of position, can cause a sense of alienation and loneliness, leading to loss of trust.

ii.   With Subordinates

Several respondents wrote about conflict with their subordinates. Conflict and is

effect on performance and expectations is discussed by Osamu and then by Kiyoshi.

Osamu, Director, said:

> I categorized my subordinates as high performers, who were usually not conflict creators; and low performers, who were typically conflict creators. The reason why I said that the low performers tended to create conflicts was that their performance did not reach my expectations. I normally dislike to give my subordinates detailed instructions; however, if the subordinates' output did not reach my expectations, which stalled my job performance, then I decreased opportunities for communication and shifted to how to increase job performance.

Kiyoshi, Manager, said:

> I had a conflict with my subordinate, who was a new graduate. I did not need to consult with my managers or HR because I already knew how to communicate with the subordinate to resolve the conflict. Unfortunately, she failed to live up to her end of the agreement and did not complete assigned tasks. She made numerous excuses, careless mistakes, and often displayed defiant attitude towards me. This caused me great frustration, which prompted me to avoid direct communication with her and further strained our relationship

When managers and subordinates do not have clear alignment on performance expectation, it can lead to conflicts. Both managers focused on improving performance to manager the conflict. Both managers believed they knew how to manage the conflicts in Kiyoshi's case, it appears that more was needed to maintain the leadership. Toru also more about needing more tools for conflict intervention. Kiyoshi and Toru report situations which did not have ideal conclusions. Toru used this response to reflect and suggest alternative approaches.

Toru, Manager, said:

> My subordinate was bullied by his direct reports. My subordinate ended up
> leaving the company. My lesson from this case was that I should have
> intervened before the situation got out of hand. At the beginning of this issue,
> I should have suggested or arranged him counseling sessions with HR freely
> and I needed to consider countermeasures that suited him.

Toru observed impact and reflection about alternative actions. Conflict can lead to

resignation. Toru used a regretful tone entirely and felt the necessity to intervention

and support not only handled or provided by himself but also HR as one.

Osamu and Kiyoshi mentioned that low expectations and performance

caused conflicts with them. Evaluation is one of the managers' roles and

responsibility. Their subordinates' performances affect not only team performance but

also managers' performance. Thus, it is understandable of their honest opinion.

However, the way they handled their issues actually caused interpersonal issues. As

inferred, difficult relationship between manager and subordinate due to under

expectation and performance might be a pattern on interpersonal conflict. Toru

suggested the importance of support for people who struggle with conflicts. All 3

managers did not incorporate conflict management into their management. Because of

that, it could be said that conflict resolution (CR) has not penetrated into management

yet.

iii.   With Team Members

Several people discussed conflict with team members.

>   Takumi, Manager, said:

>>   One department head managed two different teams - production and
>>   development. Although both teams share same strategic goals, their priorities
>>   are sometimes different. However, the department head does not seem to fully
>>   understand nature of conflicts between teams, which created poor
>>   collaboration and power imbalance.

Takumi observed conflict problem assumed to be department head lack of effective

intervention based on poor conceptual understanding of conflicts in general.

>   Kei, Manager, said:

>>   I have two subordinates, one regular and the other temporary, that had a
>>   conflict. The two employees attended a seminar together and had a
>>   disagreement during the event. The situation evolved into a serious conflict
>>   and the two could not work together. Tried and resolved their issue, I listened
>>   to each side and looked for common ground. Unfortunately, I was unable to
>>   resolve the matter and had to escalate to my superior. However, he was not
>>   happy about how I handled the situation and wrote my mistakes in his report.
>>   To try and resolve this did not affect my overall evaluation.

Kei could have had this conflict backfire on his own evaluation. As Yoshiko

mentioned above, asking help to one's supervisor does not always give a sense of ease

instead of fear. As seen in the literature review where Sinek (2014) suggests that this

relationship between managers and subordinates should ideally resemble parents and

children. The fear of repercussions when conflict challenges are reported may lead to

more superficial and disconnected relationship. Some relationships between managers

and subordinates could be cold and business like.

Sub Question 2: What Did You Do? (HR Programs/Barriers -Why Not?) –Survey Items 11, 12, 13, 14, 15, 16, and 17

Organizational Conflict

Hiro and Akira wrote about strategies used in organizational conflict.

> Akira said:
>
>> In case of harmonizing the differing interests between departments or parties, it is important to clarify each point of view. Because of my position, I assume ownership and responsibility in solving conflicts within my department and between departments. When necessary I consult with my peer in HR director or the CEO as needed.

His perspective was from a sense of responsibility as a manager. He stated that he was

capable of handling conflicts, thus, he did not ask for help.

> Hiro, Staff, mentioned:
>
>> Due to frequent product shortages and orders from global headquarter, which I have little to control over, I'm constantly stressed out as I feel it's my responsibility to ensure order coverage. I often feel helpless over this situation and under pressure from my manager.

The statement reflects the feeling of helplessness.

> The statements from the director and staff member illustrate differing

attitudes and perspectives in dealing with conflicts, perhaps due to their positions,

experience, and power level.

Interpersonal Conflict

This section has four subsections: conflict with manager, with subordinate, with team

member, and other. Statements, which do not fit other sections, are in other.

i.   With Manager

Akira mentioned that he handled conflicts as much as he could and the most crucial

action for solving conflicts is to clarify both perspectives as noted in previous section.

> My approach to resolving conflicts has been to remove the emotional aspect
> of the problem and to look at the issue more objectively. However, that CR
> style does not work because people have emotions which you cannot remove.
> Training managers how to coach, role play, and actively listen are very
> important tools. Also, acknowledging the importance of A&I (Advocacy and
> Inquiry) training is crucial to help solve conflict.

In his management, Akira attempted to set aside the emotional part; however, he

recognized that emotions are inseparable.

Emi, Manager, said:

> In general, I do think it is important to have the right skills to resolve
> conflicts, which ultimately benefits the organization.

As Emi mentioned above, she had a conflict with her manager who was in another

country. She felt a risk of conflict to performance evaluation. However, she reflected

to herself that skills were needed to solve conflicts. This experience might contribute

her attitude and behavior to passive communication style and avoiding conflict style.

Yoshiko also hesitated to ask for help which indicated that there was no one she could

trust in her workplace. She talked about her issue with her friends instead.

> An issue that I had was with my manager, so it was difficult for me to ask for
> help within the company. In dealing with conflicts, I talk to my friends and I
> will try to listen to various opinions and consider countermeasures. If the
> environment is too difficult, I might look for outside opportunity. Conflicts
> can result from misunderstanding and poor communication, so I believe it is

important to get along with team members, no matter the situation, in order to proceed with projects.

Although the 3 participants have varying experiences with conflicts, they described that people were emotionally wounded by conflicts and its environment, and also struggled as to how to manage emotional aspects of conflict. Due to their experience, some even prefer to take passive routes and avoid confrontation, but all agree that communication skills are important to have for CR.

ii.   With Subordinates

Osamu, Director, said:

> In order to seek to improve relations with the other party, I tried to change and improve action style as much as I could. This did not mean that I was willing to change my communication style. If I thought that this strategy did not work for the other party [Osamu assumed that the other party was his or her subordinates], I abstained from communication and switched to businesslike and dry. A specific improvement action/approach that I took toward the other party was micromanagement. I want to have a close relationship with my subordinates instead of business like. More specific, an ideal relationship is friendship or relationship between senior and junior. However, I believe that these relationships can make sense only when people need to have a similar chemistry. I participated in standard coaching trainings several times. General coaching trainings help to improve conflict management. As a manager, I paid attention to the low performers in order to improve their performance. Thus, I applied the knowledge and skills that I learned from the coaching trainings to the low performers; however, it did not work which means their performance did not improve as much as I expected. In contrast, the high performers increased their performance after I applied knowledge and skills. I was puzzling over these unexpected results. Additionally, knowledge from the coaching trainings that I attended was difficult to apply for conflict management toward my supervisors. I wanted to know best practices [about the area that I had struggled with].

Osamu presented two perspectives: as a manager and as a subordinate. He mentioned

that he changes his management style for his subordinates who have conflicts with

him. If his adjustment does not work out, then he switches his communication style.

Interesting points that he shared were that skills and knowledge from training tended

to work for high performers. Additionally, he mentioned that it was difficult to apply

coaching skills to his supervisor when he had a conflict with him. Thus, he preferred

to learn best practice/case study of how to manage conflicts for inferior level when

they have a conflict with their supervisor.

> Kiyoshi, Manager, said:

>> I did not consult my managers or HR because I thought I already knew how
>> to communicate with her. I tried to listen actively, clarify purposes of each
>> task, share break-down of those tasks and how to process the work. Since this
>> incident, I've taken trainings on assertive communication and other practical
>> trainings to help further my management skills. I realize now that although I
>> had knowledge, I could not control my emotion and did not react rationally.

As Kiyoshi mentioned that he thought he knew how to handle the situation, thus he

did not ask for help. However, his management was unsuccessful. Training helped

him realize that one of issues in his management was emotional regulation.

> Toru, Manager, said:

>> If my intuition tells me I might not get along with an employee, I will attempt
>> to minimize my relationship with that person. Basically, I do not want to
>> cause trouble with other employees and will avoid getting mired in conflict.
>> I've had many cases where my subordinates were battling via e-mail. To help
>> resolve, I made time to see both parties separately and verified their thoughts
>> on the issue and will give my advice. Depending on the case, I sometimes
>> invited both parties to have discussions together. I believed that taking action
>> before the conflict escalates is important. I did not ask for help from my

superior or HR but I would certainly ask for help if needed. An interesting finding is that Toru acted differently as himself and as manager. He described that he was an avoiding type; however, he as manager chose accommodating or collaborating type. He felt obligated to adjust to the way he thought managers needed to be. Although he did not ask for help on this case, he could access his supervisor and HR.

All three managers did not ask for help but they could access to their supervisors and HR. A common factor among the three managers here was that they used skills which they accumulated from a variety of training programs, to advance their conflict management. However, they still thought that there was room to improve through best practice/case study, feedback, and active listening. Thus, trainings for these managers were effective in helping them gain skills and confidence necessary to better manage conflict. It could be that managers tend to attend adequate communication trainings for performing conflict management. However, they need training experiences, skills, and information that could apply in practice.

iii.   Team Member

Team conflicts figure prominently in many conflict accounts. People described their own participation, watching others, and the effect conflict had on teams. Takumi is especially articulate about steps for intervention.

Takumi, Manager, said:

> First, I need to understand each party's points of view. I try to be objective
> and put myself in their position. I clarified both irreconcilable/comprisable
> points, and then I communicated with the other party about my
> notion/opinion. Not only that, I discussed and agreed on potential options for
> us and how we could proceed/pursue. In order to go forward, we need to
> suppress emotions because issues will not be solved if people bring their
> emotions into the process. I think that communication and interpersonal skills
> are important. [In terms of intervention] My manager talked with my
> opponent and forced to end this issue. The opponent must be upset and had
> complained but using authority pressure is a good option to solve an issue
> quickly. Obviously, this case was not being solved. Project management
> training helps to think holistically. Coaching training is important to
> understand others. Diversity training is fundamental to understand
> diverseness. If employees do not understand the concept of diverseness, then
> conflicts are never solved. [I participated in other training courses. For
> instance,] The seven habits of highly effective people training…Managing
> for impact training.

Again, Takumi expresses the importance of clarifying both parties' perspectives and

communication skills. He asked for help from his supervisor. A notable point that he

mentioned was to suppress emotions. As Akira described above, conflict and emotions

are inseparable. There are different opinions on emotional management.

Kei, Manager, said:

> My method in resolving conflict is to verify the credibility of the story, get
> the facts and statements from both parties and other workers. In case of
> conflict with my supervisor or co-workers, whom I work closely with, I
> would convey to them my point of views and desire to get along with them.
> In general, I believe that all employees should be trained in communication
> and how to give and receive feedbacks so that they understand and respect
> differing point of views. Previously, I attended a training on how improve my
> communication skill, which I think was very helpful. I recall many people in
> training who were good communicators. So, I tried to mimic how they

talked, listened, and behaved. I also try to smile while I work, which actually makes my work environment very positive.

Kei also mentioned that he sought the truth and facts and acknowledged the

importance of communication training. He implied that his approach to his

stakeholders was to compromise.

Both managers revealed two common patterns: to investigate fundamental

issues for both parties and to emphasize the importance of communication skills.

iv.   Other

Madoka, Staff, said:

Discussions with my party do not help to improve our situation, so I asked for 3rd party intervention. In the case of a stalemate conflict, I wanted my manager to talk with the other party or a manager of the other party, and my manager guided me in the right direction.

Madoka asked for help from her supervisor and intervention went well.

Masa, Staff, said:

I just tried to let it go in one ear and out the other about unreasonable attitudes and utterances. Besides, I tried to make an effort to understand the other party and I also was aware of finding good points of the other party. I took part in several relationship-building training and I applied [techniques and knowledge from] these trainings for my conflicts. It was helpful. So, I tried to understand others at first, intentionally instead of forcing others to understand me at first.

Masa tried to understand his party's claim which he learned through his training. He

showed an affirming attitude toward his conflicts.

Rin, Staff, said:

> I was patient [with/about my conflict situation] for a while. Looking for an outside opportunity was not easy and there was no perfect organization, I think.
> My manager's manager arranged an interview for me with HR and the manager encouraged me to take a leave of absence for a month. Skill seminars taught how to persuade others like consumer complaints management.

When her back was against the wall, it is important that anybody can offer assistance

to her. This case is a good example that cooperative framework between manager and

HR.

Satoshi, Manager, said:

> In terms of people who have conflict with me, I try to limit my communication with them to avoid confrontation. With regards to my subordinates, if they were to have conflict with each other, then I will intervene and provide consultation. There was a [project] manager who belittled and lectured me. Other employees have also experienced the aggressive behaviour of this project manager, to which I asked my director to intervene. My director had a talk with him and explained that his behaviour had negative impact on me and others. When you work for a big organization, it is difficult to speak up and report issues to HR because people are afraid to be identified.

Satoshi and Toru have the same behavioural pattern in which they change their

conflict styles depending on own conflict or conflict in which they need to intervene.

Satoshi was uncomfortable to ask help from HR directly because he had fear of being

identified.

Hiro, staff, said:

> Relationship issues are not solved when people get emotional. I do not want

to waste my time, so I usually focus on my work and wait time to pass. We can learn case study in training and seminars; however, I doubt that those directly link to my situation. Personally, playing golf or having a party in a team or department is much more effective for communicating others. People can relax and talk frankly.

Hiro and Takumi have the same thought about how to control emotions. Containing emotions is an important step to a solution.

Some talked about emotion. They tried to either remove emotional aspects when dealing with conflicts or not to be emotional. This is an interesting finding because conflicts and emotions are inseparable. It is my impression that some try to suppress their emotions in order to better deal with the situation. Regardless of positions, participants, who participated in training especially communication, mentioned that communication training is helpful for solving conflicts. Participants noted that there is room to absorb more information about communication and conflict management.

Sub Question 3: How Could HR Do Better? –Survey Item 20

Organizational Conflict

Akira, director, said:

> (In case of cross-function conflicts) it is important to organize business subjects in a whole and to do content-neutral consultation based on understanding each department interests.

Cascading business goals down to employees is vital to share and so people across the company are aligned.

Hiro, Staff, said:

> Entertainment was important such as a team party or golf competition. All
> employees on a team or department must attend to those events.

Hiro's concept is boosting communication with colleagues and get to know each other

through social functions. He suggested more casual and relaxed atmospheres than

formal business occasion could be helpful. Akira and Hiro had different approaches.

Interpersonal Conflict

   i.   With Manager

  Akira, director, said:

> Implementing effective seminars that I mentioned such as coaching and A&I.

Providing training opportunities.

  Kei, Manager, said:

> Redressing employee grievances is important. For instance, hiring non-
> regular employees, who were talented.

This is a suggestion on hiring process and talent quality. Matching test, which

measures compatibility between a candidate and a hiring manager/team members, are

available. Additionally, adding an interview with team members is helping both

candidates and team members to have a sense of comfortability to work in the future.

A variety of training and HR support system were suggested. Training is a

part of organizational development and HR provides training opportunities to

employees in order to improve their skill set. Specifically, conflict management

training might be a potential need. The other one is related to HR support system.

Workplace conflicts are sensitive matters: therefore, it is vital to improve a consulting

system and HR needs to be accessible.

ii.   With Subordinates

Kiyoshi, Manager, said:

> It was important to create feedback system, which consisted of two aspects: a
> 360 degree survey, and behavioral observation, which was recorded by a
> video camera …Possibly, managers who got feedback would be disappointed
> by their behaviors, but those opportunities would compel the managers into
> changing action. In order to improve relationships, giving feedback helps
> people understand what needs to be done.

He suggested to develop a feedback system that people can get an effective feedback

based on objective observation. Many participants mentioned the importance of

communication, so seeing themselves on video could give people a realization of how

they behave and communicate with others.

Toru, Manager, said:

> Employees needed to participate in trainings which fit into their learning
> style. What I learned from this incident was that relationship issues would be
> complicated if people do not take an action at the beginning of the situation.
> In addition, it is crucial to create an environment where people are aware and
> listen to what is going on. A policy that we have to create should not be
> superficial. Qualification of people who listen and consult need to be high
> and those need to work together very closely. I recently attended a training
> seminar by Dale Carnegie, which covered important concepts like actively
> listening and finding other's needs. I think a good listener is also a good
> communicator and having self-awareness is key.

Toru believed that HR undertaken early, comprehensive implementation of training,

timing of intervention, and HR consultation where all effective strategies. His

recommendation is training such as active listening and emotional intelligence.

Feedback systems and training are common suggestions. A feedback system

is for changing actions based on behavioral observation and self-awareness. Kiyoshi

is the only one who suggests this concept; however, it makes sense if participants,

who suggest training, have the mind-set that they expect they change their behavioral

change by training.

iii.   With Team Member

Only one suggestion was offered here.

Takumi, Manager, said:

New graduates had to take a communication training.

Communication training is useful not only managers but also staff level people.

iv.   Other

Itsuki, Director, said:

Communication skills for processing tasks on a team, which consisted of
employees with different values, and a workshop for obtaining skills for
solving conflicts were needed. In terms of conflict management, introducing
specific cases and HR needs to support/provide skill development by
themselves. I think that employees who are talented tend to leave a company
when they have conflicts, so it is important to consider for an organization to
prepare for a decision-making process whether the organization put an effort
to retain an employee or not.

Itsuki suggested a workshop style training which could provide opportunities for

participants to think what they need to say and behave. He mentioned that talented

employees tend to leave when they encounter conflicts from his experience.

Satoshi, Manager, said:

> Team leaders had to participate in a consultation and other trainings for flowing information down to team members in a proper way.

Satoshi thought that it is important for managers to take consultation and training in order to communicate with their team well.

Nana, Manager, said:

> It is important for all managers to understand a clear corporate vision or at least department vision and communicate their subordinates in a convincing manner. Furthermore, managers need to clarify tasks and expectations of each position. Due to all the information, each employee considered what they needed to do and how they could corroborate with others, who involved in their work voluntarily. These thinking processes might contribute and motivate an employee to obtain new skills and also strengthen relationships with others.

Corporate, department, and team visions need to be well communicated to all employees, which Akira also mentioned. These visions are possibly less well understood; thus people are confused about which direction they need to go, which potentially are triggers to conflicts.

Madoka, Staff, said:

> I think that self-awareness, specifically own ideology, behaviors, a pattern of thoughts, and what I wanted to be, was the surest way to assimilate and change not only one's own thoughts but also others.

Toru mentioned self-awareness as well. Her posture is positive and an engaging way to listen to the other party's point of view.

Masa, Staff, said:

> If a company provides a training which teaches how to build a relationship, that should be interactive style training instead of a class style session. This is because sharing and talking about experience and real stories are unforgettable, and also it makes me to think how I can do in that situation.

Masa preferred to attend a workshop style training which requires engagement and interaction. Those experiences would be more memorable and not faded compared to class style training.

Rin, Staff, said:

> The other day, I participated in whole brain communication. The training taught me that each person is categorized into four thinking preferences. That fact lightened my frustration because it was natural that other people had a different way of thinking from mine.

Rin had a different view to see others which was taught by communication training. How you see other helps to accept and understand their perspectives and that relates to conflict management.

Four people believed the communication is important on conflict management. Four people mention the need for training. Two people suggested that holding a corporate or team event in which employees mingle, know, and enhance communication with others would also be helpful. One person stated that collaborative and voluntary thoughts could produce motivation and positivity on building up relationships.

This chapter has presented the data derived from the survey sent to Japanese

workers of ICBIJ to enquire about conflict at workplace. Three guiding questions

revealed that the nature of conflict is both organizational and interpersonal.

Interpersonal conflict occurs both vertically and horizontally. We also learned that

resources are sought for interpersonal conflict both from HR and from managers. And,

several people had recommendations that will be further explored in chapter 5. The

significance of some of these patterns will now be discussed.

Chapter 5: Discussion

This chapter presents the significance of the findings and linkages between

the research findings and the literature review. Limitations of the study,

recommendations for further research and human resources (HR), my reflection on

the work, as well as conclusions.

Significance

The demographic information is about too small a group to really evaluate it

or determine the generalizability of patterns. Thus, my primary focus is on the

significance of the qualitative findings.

However, before moving to the qualitative findings, I will note some possible

patterns in the demographic data. There were indications that age at international

companies based in Japan (ICBIJ) is not strictly related to rank or position. The age

range of managers and directors in this study was between 30 and are over 60 years

old. The average promotion age Japanese domestic companies is 38.6 years old

(Recruit Holdings Co.,Ltd., 2015). Data from this study is too small to identify

average age.

Position:

People with higher education tend to hold management positions. Employees with

master degrees are all managers. The more people earn higher education, the more

they obtain higher positions.

Gender:

This demographic data reflects the ratio of males to females in ICBIJ.

Age:

It is interesting to see that age and rank seem not to have a relationship while graduate

aged in their early 20's does in business. It depends on ICBIJ; however, some the

companies mainly hire mid-career.

Degree:

There was only one high school grad. But most of the participants earned college and

higher education. So, this may be an artifact of the fact this is a group of people I

know rather than a pattern in education level of employees in their companies.

Business Career:

People worked for 1-4 companies during their career. The number did not appear to

be related to either age or rank. 4 out of 6 women worked in 4 companies. One was a

temp.

The Number of Companies:

Staff tend to be in the same company 7-10 years. Male predominate in single

companies over 10 years. Managers tend to have greater mobility. All 3 directors had

been in position less than 6 months.

Japanese people usually start working right after they graduate from college which is around 22-23 years old. Considering the fact and participants' age, that all participants had worked for over 10 years is not surprising.

Qualitative data proved insightful on all three sub questions.

Sub Question 1: Is There a Conflict? (What Kind?)

Of 30 people invited to participate, 3 did not respond and 10 declined due to anxiety about the conflicts they experience being discovered by their bosses or companies. Because 16 of 17 people who participated report conflicts, I am inclined to think the one who did not report conflicts was perhaps afraid to report it rather than truthful in saying it did not exist. Those 11 people (the 10 who were afraid to participate due to fears for their job security and the one who denied conflict) are possibly in the same group. Another possibility is he did not understand the question. However, 16 people did understand the question and unlike the English definition of violence with the conflicts, the Japanese translation of the question I chose clearly distinguishes difficult relationships.

One potential pattern from organizational conflict is that not everyone understands business objectives and some proceed in accordance with their team/department priorities. Because of this situation, lacking consistency in direction

and purpose may cause conflicts. My hypothesis is that they might be afraid that

shows that trust did not exist between us. Thus, their mind chose avoiding conflict

type which Japanese people tend to use, as Condon mentioned (1984).

The first pattern from interpersonal conflict is that people are fearful about

their boss's influence on their evaluation and position regardless of their position. Due

to the power structure, people take a passive stance to their supervisors on their

conflict. This is reflected on power flow of social structure. Additionally, insecurity

invokes avoiding conflict type.

The second potential pattern from interpersonal conflict is that the way

managers deal with conflicts which associate with their subordinates under

performance. Underperformers impact their managers' performance negatively, thus

managers tend to establish an arm's – length relationship.

Sub Question 2: What Did You Do? (HR Programs/Barriers -Why Not?)

Managers tend to not ask for help because they attempted to utilize tips that

they learned from their training experience such as communication and coaching.

Hence, the way many managed conflicts was similar. For example, a process that they

used was to clarify information from both parties and to listen actively. However, they

claimed that there is room to improve their skillset. Additionally, managers suggested

that not only managers but also staff need to have training opportunities for improving

the skill of conflict management.

Three people mentioned that they attempted to separate emotions when they deal with conflicts. As a precondition, emotions and conflicts are inseparable because a conflict does not occur without emotion. Considering everything above, conflict management training seems helpful for all employees regardless of rank.

Sub Question 3: How Could HR do Better?

Eight participants pointed out the need for training to develop skills such as communication. In addition, four participants mentioned the importance of communication for preventing conflicts and suggested that gathering or communication events would help boosting communication. Taking from leadership theories, notable points are creating a safe environment, caring, supporting, and encouraging others. Vital points on communication from cultural perspective are harmony, trust, and power flow. A problem here is power flow in a workplace; however, it is effective to run business. In order to avoid happening an example of Barton, it is important how to communicate for pulling a team together as a leader. Managers and staff have the same positive opinion about training opportunities. Participants look for effective training for improving communication skills, which help them to be aware of and deal with conflicts. Managers who participated in this project tend to have considerable training experience which made them realize how

effective and useful knowledge that they earned was for their everyday management.

They believe that communication skills are not only to help to deal with conflicts but

also to prevent conflicts in a comprehensive manner. They believe that conflicts tend

to happen if communication does not go through. I think that Japanese employees

believe that training is an accessible to learn information. It is certain that HR has

provided many training to employees. In reality, HR receives a complaint from

employees because the amount of training hours interferes with daily routine. Because

of that, HR needs to provide more variety of accessible and effective options such as

online training and workshop style training. Informational content could be offered

via e-learning, then employees attend workshop or interactive sessions for practice.

Another suggestion is to structure framework, policy on conflict

management, and support system such as consultation by HR, review of feedback

system, and review of interview process. It is clear that HR in ICBIJ would benefit

from consulting with workers about the types of conflict intervention and training that

is needed.

All people who proposed any suggestions have potential to be good leaders.

Their proposals are in accord with how motivating and empowering others described

by Sinek and Kotter.

Limitations of the Study

First, the number of participants was small and it was also unbalanced

numbers on gender and position. For instance, the largest number of sample was male

managers. In addition, there is a large gap between genders. The sample number of

male respondents was 11, and the sample number of female was 6. Each demographic

elements shared this problem of having too few people to draw conclusions, and also

thinking and behavioral tendencies. If the sample size was larger, in terms of

demographics and variety, the research results might have achieved higher

significance. Then, it can be said that the data shows probability of those tendencies.

Second, in terms of using the same question to elicit different results. Questions

should be separated in order to verify the accuracy of study concept. Third is possible

bias on data. All participants worked with me in the past. Therefore, my analysis and

the group itself may be influenced by biases. Additionally, my implication can add

weight to the theory because I know all my participants.

Recommendations

This section consists of two subsections: recommendations for the future

research and recommendations for human resources. There are diversified unsolved

issues that could possibly be revealed by this study. I offer three recommendations for

the further research and three recommendations for HR.

For Future Research. One would be a larger and randomized sample and the balance of demographic and genders. If possible, it would be better to consider participant's age as well. Accuracy of the data and convincing data are vital to generate stable results and verify a hypothesis, thus consideration of those conditions is important. Second is conducting study 2 – 5 in the series described in Chapter 2 for obtaining a big-picture view of the system and connections surrounding workplace conflicts in ICBIJ (See Figure 1). It is certain that situation and type of employees varies by companies. If cultural factors exert influence as well as management style, then HR strategies and policies will be practical and we can expect significant results from it.

For Human Resources. There are three recommendations. One is providing conflict management training to all employees including communication, active listening, mediation, and self-regulation. The conflict management training style needs to be considered not only traditional lecture style but also interactive style. More precisely, my participants are eager to experience role play based on their own conflicts and specific situations that they imagine. Second is to review and restructure retention management strategies and training matrix for competency development. As considered employee needs, adding conflict management training and HR support system need to be considered. Third is collaboration between researchers and HR

practitioners at ICBOJ or HR consultants at HR consulting firms might be another

method of exploring effective means of HR applications and strategies. This is

because multiple perspectives evoke rational ideas that fit into company and corporate

culture.

Reflection

This topic was chosen before I enrolled in this master's program because I

have had a strong and special feeling for this issue throughout my professional

experience. I learned new topics, information, and perspectives throughout the

program and I constantly seek connections between my leaning and business. It was

not an easy process to go through this research because I can feel my participants'

pain and struggles, especially since I have known them.

Writing this paper was an opportunity to get back my self-confidence and

self-esteem. More than anything else, I am glad that this paper may lead to changes

that will be helpful to employees who have workplace conflicts and HR.

Conclusions

There is one purpose and two goals of this study. The purpose of this study is

to examine relationship between HR intervention and workplace conflict. One goal is

to explore whether information from the literature review related to conflicts and

voices of the Japanese employee in terms of their own workplace conflict experience.

The other goal is to elicit the true needs from Japanese employees and verify whether

the voices match a measure which has been used worldwide as already documented in

the literature. In order to seek a possibility of developing retention management and

HR applications in Japan, this study was important. This study attempts to bring some

degree of understanding of Japanese behavioral and thinking tendencies and

connections with the literature review and recommendations for HR have shown.

Thus, the goals could be achieved in some way. It is hoped that this study encourages

and helps HR at ICBIJ to lead to conflict management at their companies.

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sustainable-engagement

Appendices

Appendix A: Email with a Survey Link and survey questionnaire in English

Dear XX,

Thank you for sending back your consent form. Along with this confirmation, I am also sending the consent and online survey link. For details, please look at the following information.

■Survey Period：Tuesday, September 9th – Monday, September 22nd, 2014 Japan Time
*Please let me know if you cannot finish this survey by September 22nd, 2014 due to various reasons. I will extend the expiry date.
■Required Time: 30-40 min
■Survey Link: https://jp.surveymonkey.com/s/7RLRJK2
■Computer that you use for this survey: **In order to secure your privacy, please use your private computer.** By using a computer that attributes to your cooperation for this survey, there is a possibility that information that you provide me through the online survey remains on a computer server and your privacy might not be secured.

[Survey]
Section 3: PERSONAL EXPERIENCE
In this section, you are going to write your personal conflict experiences. However, because of word limit, which is programmed by SurveyMonkey, it is anticipated that your explanations may be limited. In the case of exceeding word limit, please take time to write down in this email and reply to me, and please write **"Answered by email"** in the answer box of section 3. This information is mentioned in Section 3 of the survey as well.

A "measurement type for conflict" chart is attached with this email. This chart is a tool that you can use to diagnose your conflict type based on how you handle conflict. By knowing not only your conflict type but also other types such as your boss and subordinates, helps you to review your own behavior, as well as preventing and resolving future conflicts.

If you have questions or concerns about this study, please contact Tomoko Shinohara at stomoko@pdx.edu or Dr. Barbara Tint, Associate Professor of Conflict Resolution for the Conflict Resolution Graduate Program at Portland State University at tint@pdx.edu. If you have questions regarding your rights as a research participant, you may call the PSU Office for Research Integrity (ORI) at 503-725-2227 or 1 (877) 480-4400. You may also email to ORI at hsrrc@pdx.edu. By beginning the survey, you acknowledge that you have read this information and agree to participate in this research, with the knowledge that you are free to withdraw your participation at any time without penalty.

Best regards,
Tomoko Shinohara M.A.

Conflict Resolution Questionnaire Form

Thank you for agreeing to participate in my questionnaire. I appreciate you helping me gather information for creating less conflict situations and improving communication between you and your team. The entire survey will take approximately 30-40 minutes to complete. I may contact you in order to ask extra questions in the future.

[GENERAL Question]

Q1. Name:
  Contact information (email address):

Q2. Gender
  Male
  Female

Q3. Age:
  18-21
  22-29
  30-34
  35-39
  40-44
  45-49
  50-54
  55-59
  Over 60

Q4. Education Background:
  High School degree
  Undergraduate degree
  Master degree
  PhD degree

Q5. Have you taken Social Psychology and/or Conflict Resolution class(es)?
  YES
  NO

Q6. How many years have you worked as a professional in total?

　　0-2 years

　　3-5 years

　　5-7 years

　　7-10 years

　　Over 11 years

Q7. How many companies did you work for before joining your current company?

　　0 (Only your current company in your career)

　　1 company

　　2 companies

　　3 companies

　　Over 4 companies

Q8. How long have you worked for your current company?

　　Less than 6 months

　　6-11 months

　　1-2 years

　　3-5 years

　　5-7 years

　　8-10 years

　　Over 10 years

Q9. Position:

　　Staff

　　Manager

　　Director

　　Other (　　　　　　　　　　　　　)

➔ This is the last page of **GENERAL** questions.

[EXPERIMENTAL Question]

Q10. Have you struggled with interpersonal conflicts between you and your manager; you and your subordinates; or you and your team members since you started your career?

YES
NO

Q11. If YES, what skills, information, or support systems helped your situation?

_____

_____

_____

_____

_____

Q12. When you face interpersonal conflicts, what kinds of action do you usually take?

_____

_____

_____

_____

_____

Q13. Did you ask your managers or HR to help intermediate your conflicts in the workplace?

YES
NO

Q14. If YES, what did they do for you? Were your conflicts solved?

_____

_____

_____

_____

If NO, why did not you ask help? How did you resolve your conflicts?

_____

_____

_____

_____

_____

Q15. What trainings or seminars have helped you improve your communication skills regarding conflict resolution?

_____

_____

_____

_____

_____

Q16. Did your company(ies) provide a best practice sharing session for improving your communication skills and has your company provided practice sharing sessions?

YES
NO

Q17. If YES, what did you learn, and how did you apply it to your conflicts?

_____

_____

_____

_____

_____

Q18. Do you know your conflict type?
YES
NO

Q19. If YES, what is your conflict type?

_____

If NO, please find out your conflict type.

Q20. If you could present your ideas to HR for opportunities that might help employees enhance communication and conflict management, build trust, and strengthen unity in a team, what proposals would you make?

_____

_____

_____

_____

_____

Thank you very much for your cooperation.

Measurement Type for Conflict

Strongly Disagree				Strongly Agree
1	2	3	4	5

No Question
1 I try to investigate an issue with my subordinates to find a solution acceptable to us.
2 I generally try to satisfy the needs of my subordinates.
3 I attempt to avoid being "put on the spot" and try to keep my conflict with my supervisor to myself.
4 I try to integrate my ideas with those of my subordinates to come up with a decision jointly.
5 I try to work with my subordinates to find solution to a problem that satisfies our expectations.
6 I usually avoid open discussion of my differences with my subordinates.
7 I try to find a middle course to resolve an impasse.
8 I use my influence to get my ideas accepted.
9 I use my authority to make a decision in my favor.
10 I usually accommodate the wishes of my subordinates.
11 I give in to the wishes of my subordinates.
12 I exchange accurate information with my subordinates to solve a problem together.
13 I usually allow concessions to my subordinates.
14 I usually propose a middle ground for breaking deadlocks. .
15 I negotiate with my subordinates so that a compromise can be reached.
16 I try to stay away from disagreement with my subordinates.
17 I avoid an encounter with my subordinates.
18 I use my expertise to make a decision in my favor.
19 I often go along with the suggestions of my subordinates.
20 I use "give and take" so that a compromise can be made.
21 I am generally firm in pursuing my side of the issue.
22 I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way.
23 I collaborate with my subordinates to come up with decisions acceptable to us.
24 I try to satisfy the expectations of my subordinates.
25 I sometimes use my power to win a competitive situation.
26 I try to keep my disagreement with my subordinates to myself in order to avoid hard feelings.
27 I try to avoid unpleasant exchanges with my subordinates.
28 I try to work with my subordinates for a proper understanding of a problem.

Points Caluculation

No	Collaborating Style	No	Accommodating Style	No	Competing Style	No	Avoiding style	No	Compromising style
1		2		8		3		7	
4		10		9		6		14	
5		11		18		16		15	
12		13		21		17		20	
22		19		25		26			
23		24				27			
28									
Total		Total		Total		Total		Total	
Ave		Ave		Ave		Ave		Ave	

Southeast Michigan Senior Regional Collaborative. (n.d.). Retrieved from

http://www.semisrc.org/uploads/9/5/4/7/9547971/rocii_conflict_questionnaire__2_.pdf

Batista, E. (2007, January 21). Conflict Modes and Managerial Styles [Web log post]. Retrieved from
http://www.edbatista.com/2007/01/conflict_modes_.html

Appendix A: Email with a Survey Link and survey questionnaire in Japanese

XX さん、

おはようございます。先日は、同意書をお送り頂きまして、ありがとうございます。本日は、確認書をお送りすると共にオンラインサーベイリンクをお送りしております。長くて申し訳ないのですが、下記をご確認下さい。

■実施期間：日本時間 2014 年 9 月 9 日（火）〜22 日（月）
*実施期間内に時間が取ることが難しい場合にはお知らせ下さい。期間延長設定いたします。
■所要時間：30〜40 分
■リンク：https://jp.surveymonkey.com/s/7RLRJK2
■リンクへアクセスするパソコンに関して：**プライバシーを確保する為にプライベートのパソコンを利用し、サーベイへの回答をお願いします。** 企業に帰属しているパソコンでサーベイに回答することにより、サーバーにデータが残りプライバシーが確保できない可能性があります。

サーベイのセクション 3：PERSONAL EXPERIENCE にて、ご自身のコンフリクト経験を記載して頂きます。しかし、設定されている回答欄の文字数の関係で、場合によっては十分な情報をそちらに記載して頂くことができないことが予想されます。その場合は、大変にお手数ですが、このメールの最後にあります質問項目に記載して頂き、ご返信をお願いいたします。オンラインサーベイの回答項目には**「メールにて回答」**とご記載ください。このことは、オンラインサーベイにも明記しております。

また、コンフリクト・タイプ(Conflict Type)というファイルを添付しております。これは、皆さんのコンフリクトを取り組む為にどういう行動を取られているかという事をベースにして、5 つのどのタイプに該当するかを診断できるツールです。ご自身のみならず、上司や同僚の方のタイプを知ることで、行動の見直しをし、今後起こるコンフリクトの予防や解決に役立つと思います。

このサーベイに関して懸念事項や質問があれば、篠原 知子 stomoko@pdx.edu 若しくは ポートランド州立大学コンフリクト・レゾリューション学部 助教授 バーバラ・ティント tint@pdx.edu（英語のみ） までご連絡下さい。リサーチ参加者として権利に関して質問がある場合には、ポートランド州立大学リサーチ・インテグリティーまでお問い合わせください: 電話番号:＋1 (877) 480-4400、メールアドレス: hsrrc@pdx.edu。辞退される場合にもペナルティーはありませんが、辞退の旨、上記の篠原 stomoko@pdx.edu までご連絡をお願いいたします。

篠原　知子

Conflict Resolution Questionnaire Form

サーベイにご協力頂きまして、ありがとうございます。このサーベイは、職場における個人間、組織間のコンフリクトを軽減、コミュニケーションを活性化させる為に皆様の経験を通して、何を学ばれたのか、どのようなスキルが必要とされているのか、人事に対してどのようなサポートを必要とされているのか等をお伺いしたいと思います。サーベイ所要時間は、30-40 分程度です。

 [GENERAL Question]

Q1. お名前: _____
*必要がある場合のみ、貴方へ 30 分程度のインタビューのお願いの為、ご連絡させて頂きます。インタビュー依頼を承諾して下さる方、お名前の提供をお願いいたします。

Q2. 性別:
　　男性
　　女性

Q3. 年齢:
　　18-21 歳
　　22-29 歳
　　30-34 歳
　　35-39 歳
　　40-44 歳
　　45-49 歳
　　50-54 歳
　　55-59 歳
　　60 歳以上
　　*ご自身の年齢に当てはまるレンジを○で囲んで下さい。

Q4. 学歴:
　　高校卒業
　　大学卒業
　　大学院卒業（修士号）
　　大学院卒業（博士号）
　　*当てはまるものを○で囲んで下さい。

Q5. 心理学若しくはコンフリクト・レゾリューションのクラスを受講したことはありますか？
　　はい。
　　いいえ。
　　*当てはまるものを○で囲んで下さい。

Q6. 最終教育を受けてから今まで、何年間社会人をしていますか？
　　0-2 年
　　3-5 年

5-7 年
7-10 年
Over 11 years
*当てはまるものを〇で囲んで下さい。

Q7. 現在ご勤務の企業以外に今まで何社で勤務されていましたか?
0 (現在の企業のみの場合)
1 社
2 社
3 社
4 社以上
*当てはまるものを〇で囲んで下さい。

Q8. 現在ご勤務の企業には何年お勤めですか？
6 ヵ月以下
6-11 ヵ月
1-3 年
4-6 年
7-9 年
10 年以上
*当てはまるものを〇で囲んで下さい。

Q9. 職位:
スタッフ
マネジャー
ディレクター
その他（　　　　　　　　　　　　　　　）
*当てはまるものを〇で囲んで下さい。

➔ これで **GENERAL** Questions は終了です。

[EXPERIMENTAL Question]

Q10. 今までにあなたとあなたの上司、同僚、チームメンバー間（現在/過去問わず）でコンフリクト（対人関係における問題）はありましたか？

はい。
いいえ。

Q11.「はい」を選んだ場合，どのようなスキル、手助けになる情報、若しくはサポートシステムがあなたのコンフリクトを解決若しくは改善に導いたと思いますか？又は、なぜ解決できなかったと思いますか？

_____
_____
_____
_____
_____

Q12. 職場で対人関係における問題に直面した時、あなたは通常どのようなアクションをとりますか？

_____
_____
_____
_____
_____

Q13. 職場で対人関係における問題に直面した時、あなたは、あなたの直属の上司もしくは人事にコンフリクト解決の為に仲介を依頼されたことはありますか？

はい。
いいえ。

Q14.「はい」を選んだ場合、上司若しくは人事はどのようなアドバイス、アクションを取ってくれましたか？そしてそれは、あなたが抱えていたコンフリクトを解決に導いてくれましたか？

_____
_____
_____
_____
_____

「いいえ」を選んだ場合、なぜ、上司又は人事に助けを求めなかったのですか？そして、あなたは、どのようにしてコンフリクトを解決しましたか？

_____
_____
_____

Q15．どのようなトレーニングやセミナーが、あなたのコミュニケーションスキルを高め、コンフリクトを解決する為に役立つと思いますか？

_____

_____

_____

_____

_____

Q16．過去にお勤めされていた企業若しくは現在お勤めの企業から、コミュニケーションスキルとコンフリクトを解決する為の知識蓄積の為にベストプラクティス・シェアリングの機会等の提供はありますか？

はい。
いいえ。

Q17．はい」を選んだ場合、あなたはそのセッションはで何を学びましたか？そして、学んだことをご自身のコンフリクトを解決する為にためしましたか？

_____

_____

_____

_____

_____

Q18．ご自身のコンフリクトタイプを知っていますか？

はい。
いいえ。

Q19.「はい」を選んだ場合、あなたのコンフリクトタイプは何ですか？

_____

「いいえ」を選んだ場合、ご自身のコンフリクトタイプを診断して下さい。

[ANTICIPATED Question]

Q20. もし、あなたが人事にコミュニケーションスキル、コンフリクトマネジメントスキル向上、信頼関係を構築する、チーム内の結束感を高める為の提案機会があった場合、あなたは何を提案しますか？

これでサーベイは終了です。ご協力、ありがとうございました。

コンフリクト・スタイル測定表

強く反対				強く賛成
1	2	3	4	5

No   Question
1   私は、私たちが満足できる解決策を見つける為に部下との問題を調査しようとします。
2   私は、通常私の部下のニーズを満たそうと努めます。
3   私は、困惑する状況を避ける傾向がある。加えて、自分のコンフリクトを内に秘める。
4   私は、決定を共同で考え出すために私の部下の考えを統合しようとします。
5   私は、私と私の部下の両方の期待値を満たす解決策を見つける為の努力をします。
6   私は普通、私の部下と自分との違いをオープンに話すことは避ける。
7   私は手詰まりを解決する為に妥協案を見つけようとします。
8   私は、私の考えを受け入れさせる為に影響力を行使します。
9   私は、私の権力を使って有利に物事を決定します。
10   私は普通、私の部下の希望に合わせるようにします。
11   私は、他の人の希望を受け入れる。
12   問題を一緒に解決することができるように、私は私の部下と正確な情報を交換する。
13   私は普通、私の部下に対して譲歩します。
14   私は、行き詰まりを打開する為に中立の立場を取る。
15   私は私の部下とと交渉して、妥協を図ることができます。
16   私は、私の部下が不同意の場合、避けようとします、
17   私は部下との衝突を避ける。
18   私は、自分の有利に働くように自分の専門知識を利用して決定を下す。
19   私は時々私の部下の提案に乗る。
20   妥協案を作ることができるように、意見交換する。
21   私は普通、問題の側面を追求します。
22   私は私の懸念、問題点をすべて公にする。なぜなら、その結果問題は解決することができると考える。
23   私は従業員と協力して、私たちが受け入れられる決定を出す。
24   私は、私の部下の期待を満たそうとします。
25   私は時々、勝つために力を行使する。
26   私は、嫌な感情を持つことを避ける為に、私の部下との意見の不一致を自分の中に秘めようとする。
27   私は、私の部下との不快なやりとりを避けようとします。
28   私は、私の部下と問題の適切な理解する為に連携する。

Points Caluculation

No	協調スタイル	No	譲歩スタイル	No	妥協スタイル	No	回避スタイル	No	対決スタイル
1		2		8		3		7	
4		10		9		6		14	
5		11		18		16		15	
12		13		21		17		20	
22		19		25		26			
23		24				27			
28									
Total		Total		Total		Total		Total	
Ave		Ave		Ave		Ave		Ave	

Southeast Michigan Senior Regional Collaborative. (n.d.). Retrieved from

http://www.semisrc.org/uploads/9/5/4/7/9547971/rocii_conflict_questionnaire__2_.pdf

Batista, E. (2007, January 21). Conflict Modes and Managerial Styles [Web log post]. Retrieved from

http://www.edbatista.com/2007/01/conflict_modes_.html

Appendix B: Request for Cooperation by Email in English

Dear XX (Participant's name),

I am Tomoko Shinohara and I am working on my master's degree in conflict resolution at Portland State University. I appreciate this opportunity to work with you on my graduation thesis titled "Increasing Retention Rate by Utilizing Conflict Resolution Management as a HR strategy to the multi-cultural workplace." Through my thesis, I would like to contribute to creating a more stable and successful workplace in Japan.

First, let me introduce myself. Previously, I worked for a couple of international companies in Japan when I was in Japan. My career is not only based in HR, but also compliance and sales. I felt a sense of distance between HR departments and employees when I worked for both companies. After I got an HR position, I learned that employees were the most important assets in a company. I saw how HR could create a great place to work where employees were always able to stay highly motivated and have positive thoughts. In reality, a number of multi-cultural corporations in Japan have been struggling with low retention rates. One major reason that people leave a company is because of conflict with others. Conflict is not connected to violence. Building relationships of trust with others is the most effective and direct way to reach win-win results. For creating better environments for employees, I suggest that conflict resolution might be a new approach to create new HR policies and support systems.

What I would like to request from you is…
1. to answer questionnaires of Conflict Resolution Questionnaire Form
2. to be interviewed
* In some cases, I might contact you.
I will not provide any information from you to your manager(s) and/or HR. In addition, I will not intermediate current conflicts that you have.

I appreciate your commitment, cooperation, and time on this. If you have any concerns and questions, please feel free to contact me.

Tomoko Shinohara M.A. (Contact: stomoko@pdx.edu)

Appendix B: Request for Cooperation by Email in Japanese

XX さん、

お久しぶりです。篠原です。

今回、メールをさせて頂きましたのは、現在取り組んでおります私の卒業論文「コンフリクト・レゾリューション・マネジメントを日本の企業/組織における労働環境、従業員定着率、コミュニケーション改善の一つの要素として用いることは有効な手段か？」を立証する為にリサーチをしており、オンライン・サーベイ（最大で30-40分程度）を日本にて勤務されている日本人の従業員の方々へ実施したいと考えており、是非ご検討をお願いできないかと筆を取らせて頂いた次第です。サーベイでは、ご自身が経験された職場内での個人間若しくは組織間のコンフリクト/葛藤を通して何を学ばれたのか、どのようなサポート人事システムがあったら助けになったか、何のスキルが必要だと感じたか、ミスコミュニケーションから勘違いが起こり個人間のコンフリクト（例：上司と部下、同僚、プロジェクトメンバー等）に発展した経験はあるか等をお伺いしたいと考えております。このリサーチにおけるコンフリクトは、身体的な暴力的意味合いは含みません。結果は、私の論文という形でフィードバックさせて頂きたいと考えております。サーベイにてご回答頂きました内容は、リサーチのみの利用をお約束すると共に匿名でデータ処理させて頂きますのでご安心ください。サーベイにご協力頂けます場合には、8月18日（月）以降にサーベイの日程等の詳細及びサーベイを実施して頂く前に承諾書(Consent Letter)をお送りいたします。

このトピックを選んだ理由を記載させて頂きます。日本で勤務をしていた際、多くの優秀な方々が会社を去っていく姿を見てきました。そして、多くのリサーチが退職理由の一番大きな理由の一つに人間関係の縺れが挙げられています。特に上司との関係性を挙げる従業員が多くいます。人材流出は、企業にとって一番の損失であると私は考えています。なぜなら、企業文化・企業機密・顧客の流出や職場活力の低下が起こる可能性があるからです。人材流出を回避する対策として、人事制度に含まれる昇給・昇格、環境改善・コミュニケーション向上の為にコーチング等のトレーニング実施が主流の中、新しいアプローチが必要なのではないかと考えていました。私の考える人事ミッションとは Attraction と Retention です。Attraction とは、人材マーケットにおける競争力を向上させ、優秀な応募者を惹きつける事です。Retention とは、高いモチベーションを持って働いてもらう為の環境を作り、優秀な従業員を長期間勤務してもらう事です（退職率を10%程度に留める）。この企業と従業員が Win-Win になるこの環境を実現する為、私が貢献できるコンフリクト・レゾリューションの観点から、アカデミックと現場：多国籍企業に勤務の従業員の声を融合した現実性のある新しいアプローチを提案したいと考えています。

お忙しところ大変恐縮ではありますが、どうぞご検討の上、日本時間8月17日（日）迄にご協力を頂けるかどうかをご返信いただけますと非常に助かります。また、何かご質問がありましたら、お知らせください。

篠原 知子（連絡先: stomoko@pdx.edu）

Appendix C: Email with "Informed Consent Form (ICF)" in English

<u>How Can Human Resources Apply Conflict Resolution to Enhance
Retention Management in Global/Multi-Cultural Companies in Japan?</u>

Informed Consent Form (ICF)

<u>Purpose of the Study:</u>
This is a study in conflict resolution that is being conducted by Tomoko Shinohara in the Conflict Resolution Graduate Program at Portland State University in Portland, OR. The purpose of this study is to examine how human resources can apply conflict resolution to establish retention management as a new area of human resources management in order to increase the retention rate in global/multi-cultural companies in Japan.

<u>Description of Study:</u>
You will complete a survey, which will take 30-40 minutes. The survey includes questions about demographic information (e.g., age and education level), interpersonal conflicts experience at the workplace, and your recommendations to HR regarding interpersonal conflicts at the workplace. The reason why I am asking for demographic information is so I can accurately describe if gender, age/generation, an acquired class(es) that influence your behaviors, including word choices when you are faced with interpersonal conflicts at the workplace. I will contact some of you after I analyze your answers if I have additional questions.

<u>Benefits of This Study:</u>
You will be contributing to my research through sharing your own experience. In addition, your corporation's HR management and strategies will be developed for the future.

<u>Risks or Discomforts</u>:
No risk or discomfort is anticipated from taking part in this study. If you feel uncomfortable with questions, you can skip that question or withdraw from the study altogether. If you decide to quit at any time before you have finished the questionnaire, your answers will NOT be recorded.

<u>Confidentiality:</u>
Your responses will be kept completely confidential. Your answers and the results

of this research WILL NOT be disclosed to your HR, managers, or anyone else in your company. I will ask you to include your name and your e-mail address when you begin the internet survey so that we can connect your survey answers to the data. Your responses, which will exclude your name or personally identifiable information, will be used in my thesis. Only the researchers will see your individual survey responses. All the data that I will obtain through the internet survey and interview will be stored electronically in a strict password protected folder. In addition, all the documents which include the survey and interview data will be stored in a locked filing cabinet. After we have finished data collection and analysis, I will destroy the list of participants' e-mail addresses and all the data. At the end of the survey, we will ask your permission to use quotations from your answers. If you agree to let me use quotations, we will NOT include any names or nicknames that you use.

Decision to Quit at Any Time:
Your participation is voluntary; therefore you are free to withdraw your participation from this study at any time. If you do not want to continue, you can simply leave the survey website. If you do not click on the "submit" button at the end of the survey, your answers and participation will not be recorded. You also may choose to skip any questions that you do not wish to answer. If you change your mind after you submit all your responses, then please contact me. I will not use your answers.

How the Findings will be Used:
The results of the study will be used for scholarly purposes only. The results from the study will be presented in my graduation thesis and my defense.

Contact information:
If you have concerns or questions about this study, please contact Tomoko Shinohara at stomoko@pdx.edu or Dr. Barbara Tint, Associate Professor of Conflict Resolution for the Conflict Resolution Graduate Program at Portland State University at tint@pdx.edu. If you have questions regarding your rights as a research participant, you may call the PSU
Office for Research Integrity at 503-725-2227 or 1 (877) 480-4400. You may also email at hsrrc@pdx.edu. By beginning the survey, you acknowledge that you have read this information and agree to participate in this research, with the knowledge that you are free to withdraw your participation at any time without penalty.
****
***I have read the above information. I have had the opportunity to ask questions concerning this research and I clearly understand the purpose of this research, and will

answer questions to the best of my knowledge. I consent voluntarily to be a participant in this study.

Print Name of Participant_____

Signature of Participant _____

Date _____

DD/MM/YYYY

<u>Statement by the Researcher/Person Taking Consent:</u>

I have accurately read the information connecting the potential participant, and to the best of my ability made sure that the participant understands that the following will be done:

1. Online Survey
2. Interview (Potentially)

I confirm that the participant was given an opportunity to ask questions about the study, and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily.

A copy of this ICF has been provided to the participant.

Print Name of Researcher/person taking the consent_____

Signature of Researcher/person taking the consent_____

Date _____(DD/MM/YYYY)

従業員定着率を高める為のリテンション・マネジメント

同意書

研究の目的：

この研究は、アメリカ合衆国オレゴン州ポートランド市にあるポートランド州立大学コンフリクト・レゾリューション修士課程在籍の篠原知子によって実施されるものである。この研究の目的は、日本でビジネス展開している多国籍企業において、どのようにして人事の新しいマネジメント領域としてコンフリクト・レゾリューションを用い従業員定着率を上昇させていくかを検証するものである。

協力依頼内容：

所要時間30-40分程度のサーベイに回答して頂きます。質問には、年齢、性別、教育レベル、経験されたご自身の職場における個人間コンフリクト（感情的なもつれ）、そして、職場で起こる個人間のコンフリクトに関して人事へ提案・要求したいことがあるか等をお伺いします。個人情報を伺う理由は、性別や年齢/ジェネレーションで類似した傾向があるか検証する為です。サーベイでお答え頂いた内容をもう少し掘り下げて伺わせて頂きたい場合には、再度Emailにてインタビューのお願いでコンタクトをさせて頂きます。

あなたにとっての研究利益：

あなた自身の経験を共有して頂くことで、今後の人事マネジメントと戦略の発展に貢献できる可能性があります。

研究におけるリスクと不安感：

この研究を通して皆さんに予想されるリスクはありません。なぜなら、お答え頂いた情報はこの研究以外に使用されることは無いからです。しかし、もしも質問に不安感を感じた場合には、その質問は飛ばして頂いて構いません。また、サーベイ及びインタビュー参加から辞退して頂くことも可能です。その際には、お手数ですが辞退の旨、メールでご連絡頂けますようにお願いいたします。

守秘義務：

あなたの回答内容は、完全に機密性が保たれます。また、現在ご勤務されている会社の人事やご自身のマネジャーに開示されることはありません。また、データは私の研究に

関わるチームメンバーのみに閲覧権限があります。全データは、パスワードで管理されている電子ファイルにて保管されます。加えて、プリントされたデータは鍵のかかるキャビネットにて保管されます。データ分析が終わり次第、全データは廃棄します。お答え頂いた内容を論文に引用さする際には、ご自身のお名前や個人特定できる内容を削除し論文へ記載させて頂きます。

辞退申し出のタイミング：

サーベイ及びインタビューへの参加は任意です。それ故、辞退することはいつでも可能です。サーベイに関して、もし継続参加したくなければ、サーベイを切り上げてページを閉じて下さい。回答を全て終了した後に辞退を決めた場合は、Emailにて辞退の旨ご連絡下さい。送信されたデータは全て削除します。また、インタビューに参加されたくない場合には、実施者からメールがあった場合にお知らせ下さい。

どのようにデータは使用されるか：

サーベイ結果は学術目的にのみ利用され、今回はポートランド州立大学コンフリクト・レゾリュ―ション修士課程　篠原知子の卒業論文にて示されます。

連絡先：

このサーベイに関して懸念事項や質問があれば、篠原 知子 stomoko@pdx.edu 若しくは ポートランド州立大学コンフリクト・レゾリュ―ション学部 助教授 バーバラ・ティント tint@pdx.edu（英語のみ） までご連絡下さい。リサーチ参加者として権利に関して質問がある場合には、ポートランド州立大学リサーチ・インテグリティーまでお問い合わせください：電話番号：＋1 (877) 480-4400、メールアドレス: hsrrc@pdx.edu (英語のみ)。サーベイを始める前までに、下記の***以下をお読み頂き、サーベイに正式にご参加頂ける場合には、**9月1日(月)迄**に直筆でご記入頂きスキャンの上、メール(stomoko@pdx.edu)でご返信ください。辞退される場合にもペナルティーはありませんが、辞退の旨、篠原までご連絡をお願いいたします。

＊＊

　　　　私は上記のインフォメーションを読み、理解しました。私は、疑問に思う事に関して同意書に示されていること、問い合わせの回答内容に満足しています。私は、任意にてこの研究に参加することに同意いたします。

参加者氏名：＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿

日本語　　　　・　　　　English

氏名サイン：＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿＿

日時：＿＿＿＿＿＿＿＿＿＿＿　(DD/MM/YYYY)