Effect of Job Type on Perspective Index: A Case of Mito Shinkin Bank

Yukihiko OKADA^{a)} and Nobuyuki INAMIZU^{b)}

Abstract: In this study, all employees (including part-time employees) of a shinkin bank were surveyed using the organizational activation diagnostic tool “oractika,” developed by Takahashi (1997). Similar to Takahashi (2014), the results of the survey confirmed a mostly linear, positive relationship between the perspective index and job satisfaction and a mostly linear, negative relationship between the perspective index and the desire to quit one’s job. In other words, as the perspective index increases, job satisfaction also increases, decreasing the desire to quit one’s job. A further analysis by job type showed that, among part-time employees, overall job satisfaction tended to be high. At the same time, they tended to show an equally strong or somewhat stronger desire to quit one’s job in comparison with other types of employees. These findings suggest that part-time employees dissatisfied with their work often quit their jobs, whereas those who continue have higher job satisfaction.

Keywords: job satisfaction, turnover, perspective index, job type

^{a)} Faculty of Engineering, Information and Systems, University of Tsukuba, 1-1-1 Tennodai, Tsukuba-shi, Ibaraki, Japan, okayu@sk.tsukuba.ac.jp

^{b)} Faculty of Business Sciences, University of Tsukuba, 3-29-1 Otsuka, Bunkyo-ku, Tokyo, Japan, inamizu@gssm.otsuka.tsukuba.ac.jp

This paper was originally presented at the ABAS Conference 2014 Spring (Okada & Inamizu, 2014).

Introduction

The oractika survey for organizational activation was developed by Takahashi (1997) as an index for business organization wellness. Takahashi and others have created a body of empirical studies on this topic (Takahashi, 2002, 2013a, 2013b, 2014; Takahashi, Ohkawa, & Inamizu, 2009, 2014; Takahashi, Ohkawa, Inamizu, & Akiike, 2013). The perspective index in the oractika survey measures how people who constitute the organization think about its future. Takahashi (1997) demonstrates empirically that this perspective index showed a mostly linear, positive relationship with job satisfaction, but a mostly linear, negative relationship with the desire to quit one's job. In other words, it is important that people who constitute an organization are aware of its future, so that these individuals are satisfied and loyal at work.

However, note that there are different employment arrangements. In Japan, there is a great emphasis on the categorization of roles when employees join a company, with some emphasis placed on a managerial career track. Some employees have a traditional lifetime employment agreement, whereas others are part-time employees. Thus, the relationship between the perspective index and job satisfaction or the desire to quit one's job can be expected to differ depending on the employment category. While Takahashi, Ohkawa, Inamizu, & Akiike (2013) attempted to understand the relationship between the perspective index and job satisfaction or a desire to quit one's job through these job categories, research is still incomplete. This study explores how the relationships between the perspective index and job satisfaction or the desire to quit one's job vary by job type.

Thus, this study concludes that 1) the relationship found by Takahashi (1997) is re-enacted in an organization as a whole, and 2) part-time employees tend to have a high level of job satisfaction.

Research Method

The subject of our study was Mito Shinkin, a shinkin bank headquartered in Mito, Ibaraki Prefecture. Established as Mito Credit Union in 1945, Mito Shinkin was reincorporated under its current form and name in 1952. Mito Shinkin operates primarily in the Ibaraki Prefecture, but it has also expanded into Chiba and Fukushima Prefectures. The basic management strategy of this bank is to serve the local community, and its aim is to provide meticulous service from a long-term perspective. The following is an overview of Mito Shinkin (taken from the Mito Shinkin Report of 2011):

- Date of establishment: January 6, 1945
- Capitalization: 11 billion yen
- Total number of employees: 1,076
- Branches: 76
- Deposits: 1.1 trillion yen
- Loans: 528.3 billion yen

Our survey, which targeted the 76 offices (including headquarters), was distributed to employees of Mito Shinkin with the cooperation of the bank. The survey was administered between September 15 and September 28, 2011.

The survey used for this study was conducted with all employees. Responses from 1,076 individuals were received, 1,064 of whom provided valid answers. A total of 745 (70.02%) of the respondents were male, and 319 (29.98%) were female. The distribution according to years of employment in the firm was 125 (11.75%) for 1–3 years, 304 (28.57%) for 4–9 years, 349 (32.80%) for 10–19 years, 159 (14.94%) for 20–29 years, and 127 (11.94%) for 30 years or more. As to roles, 178 (16.82%) were managers, 245 (23.16%) were supervisors on a managerial career track, 17 (1.61%) were supervisors on a non-managerial career track, 60 (5.67%) had specialized roles, 231

(21.83%) were regular employees on a managerial career track, 217 (20.51%) were regular employees on a non-managerial career track, and 110 (10.40%) were part-time employees.

Oractika, a diagnostic tool for organizational activation developed by Takahashi (1997), was primarily used in our survey.

Follow-up Study of Perspective Index

The perspective index of Takahashi (1997) is a simple sum of the following five items.

P1: Can you see the desirable situation that your company will take in the 21st century? 1 = yes, 0 = no.

P2: Are most of your work hours spent on routine tasks? 0 = yes, 1 = no.

P3: Are your job targets clearly specified by your superiors? 1 = yes, 0 = no.

P4: Does your company have the environment in which reaching the short-term goals tends to have priority over pursuing long-term goals? 0 = yes, 1 = no.

P5: Can you visualize a positive future for yourself 10 years from in this company? 1 = yes, 0 = no.

These five items were modified to fit our survey as follows:

P1': Are you able to see the desirable shape that Mito Shinkin will take in ten years? 1 = yes, 0 = no.

P5': Can you visualize a positive future for yourself 10 years from in Mito Shinkin? 1 = yes, 0 = no.

According to Takahashi (1997), the perspective index has a mostly linear, positive relationship with job satisfaction and a mostly linear, negative relationship with the desire to quit one's job. In other words, as the perspective index increases, job satisfaction also increases,

whereas the desire to quit one's job decreases. Takahashi (1997) measured job satisfaction and the desire to quit one's job using the following items, which have also been used in this study:

Q1: Are you satisfied with your job? 1 = yes, 0 = no.

Q2: If given the chance, would you like to change jobs? 1 = yes, 0 = no.

Table 1 shows the means, standard deviations, and correlations between the seven items related to the perspective index and job satisfaction, as used in this study.

For this study, first, the relationship between the perspective index and job satisfaction was examined and our results were compared with those from Takahashi (2014), a subsequent study of Takahashi (1997). Both Takahashi (1997) and Takahashi (2014) limit samples to full-time employees; therefore, an analysis using only a sample of full-time employees was conducted for the purpose of comparison.

Table 2 is a crosstab of the perspective index and job satisfaction. Figure 1 plots the ratio of "yes" responses to Q1 related to job satisfaction across the vertical axis, whereas the horizontal axis is used for the perspective index. Where the perspective index is 0, the number of "yes" respondents for job satisfaction was 21 of 73

Table 1. Means, standard deviations, and correlations among variables

Variables	Means	Standard Deviations	Correlations					
			P1'	P2	P3	P4	P5'	Q1
P1'	0.49	0.500						
P2	0.47	0.499	.224**					
P3	0.75	0.431	.145**	.145**				
P4	0.30	0.460	.077*	.138**	.139**			
P5'	0.28	0.449	.338**	.204**	.207**	.318**		
Q1	0.56	0.497	.112**	.240**	.124**	.173**	.287**	
Q2	0.32	0.468	-.181**	-.224**	-.076*	-.090**	-.244**	-.253**

Note: * $p < 0.05$; ** $p < 0.01$

Table 2. Cross table of perspective index and job satisfaction

		Q1		Total
		No	Yes	
Perspective Index	0	52	21	73
	1	144	84	228
	2	121	122	243
	3	80	116	196
	4	26	85	111
	5	12	64	76
Total		435	492	927

Figure 1. Perspective index and job satisfaction ratio

(28.80%), though 64 of 76 respondents (84.20%) scored a 5 on the perspective index. From this, it can be observed that there is a positive relationship between the perspective index and the job satisfaction ratio. As can be observed from Figure 1, there is a mostly linear, positive relationship between the perspective index and Q1

related to job satisfaction. When the results of the Takahashi (2014) survey were plotted, a mostly similar linear relationship was observed, though job satisfaction at Mito Shinkin was somewhat higher.

Next, the relationship between the perspective index and the desire to quit one's job was examined. Table 3 is a crosstab of the perspective index and the desire to quit one's job. Figure 2 plots the ratio of "yes" responses to Q2 related to the desire to quit one's job ("turnover candidates") across the vertical axis, whereas the horizontal axis is used for the perspective index. Where the perspective index is 0, the number of "yes" respondents for the desire to quit one's job was 36 of 72 (50.00%), though 7 of 76 respondents (9.20%) scored a 5 on the perspective index. From this, it can be observed that there is a negative relationship between the perspective index and the ratio of those with the desire to quit their jobs. As can be observed from Figure 2, there is a mostly linear, negative relationship between the perspective index and Q2 related to the desire to quit one's job. When the results of the Takahashi (2014) survey were plotted, an overall weaker trend towards the desire to quit one's job was observed.

Table 3. Cross table of Perspective index and turnover candidate

		Q2		Total
		No	Yes	
Perspective Index	0	36	36	72
	1	116	110	226
	2	163	81	244
	3	144	53	197
	4	95	16	111
	5	69	7	76
Total		623	303	926

Figure 2. Perspective index and turnover candidate ratio

From the results of our study, it can be observed that similar to Takahashi (2014), there is a mostly linear, positive relationship between the perspective index and job satisfaction and a mostly linear, negative relationship between the perspective index and the desire to quit one's job. Therefore, it is safe to say that the findings of Takahashi (1997) and Takahashi (2014) regarding the perspective index and its impact have been reconfirmed.

Effect of Job Type

The main characteristic of this study is our inclusion of part-time employees in the survey. Therefore, our sample was segmented by job type for comparison (the supervisor on a non-managerial career track and those who have specialized roles in our analysis were excluded due to the small sample size).

First, the relationship between the perspective index and job satisfaction was examined. Table 4 is a double crosstab of job type,

Table 4. Crosstab of job type, perspective index, and job satisfaction

Job type		Q1			Total
		No	Yes		
Manager	Perspective Index	0	5	1	6
		1	14	17	31
		2	18	24	42
		3	7	27	34
		4	8	27	35
		5	2	20	22
	Total		54	116	170
Supervisor (managerial career track)	Perspective Index	0	12	4	16
		1	39	12	51
		2	36	30	66
		3	22	31	53
		4	7	24	31
		5	4	20	24
	Total		120	121	241
Regular employee (managerial career track)	Perspective Index	0	13	1	14
		1	43	13	56
		2	38	24	62
		3	37	22	59
		4	9	16	25
		5	3	10	13
	Total		143	86	229
Regular employee (non-managerial career track)	Perspective Index	0	19	12	31
		1	34	32	66
		2	21	31	52
		3	10	25	35
		4	2	14	16
		5	3	10	13
	Total		89	124	213
Part-timer	Perspective Index	0	8	6	14
		1	9	13	22
		2	7	19	26
		3	1	16	17
		4	0	15	15
		5	2	5	7
	Total		27	74	101

Figure 3. Perspective index and job satisfaction of each job type

Figure 4. Perspective index and turnover candidate ratio of each job type

perspective index, and job satisfaction. Figure 3 plots, by job type, the ratio of “yes” respondents of Q1 regarding job satisfaction on the vertical axis and the perspective index on the horizontal axis. From this figure, it can be observed that the job satisfaction ratio of part-time employees is high.

Next, the relationship between the perspective index and the desire to quit one’s job was examined. Table 5 is a double crosstab of job type, perspective index, and the desire to quit one’s job. Figure 4

Table 5. Crosstab of job type, perspective index, and turnover candidate

Job type		Q2			Total
		No	Yes		
Manager	Perspective Index	0	3	3	6
		1	22	9	31
		2	35	7	42
		3	28	6	34
		4	33	2	35
		5	22	0	22
	Total		143	27	170
Supervisor (managerial career track)	Perspective Index	0	11	5	16
		1	29	22	51
		2	48	18	66
		3	42	11	53
		4	29	2	31
		5	21	3	24
	Total		180	61	241
Regular employee (managerial career track)	Perspective Index	0	6	8	14
		1	22	33	55
		2	31	31	62
		3	40	19	59
		4	16	9	25
		5	11	2	13
	Total		126	102	228
Regular employee (non-managerial career track)	Perspective Index	0	12	18	30
		1	25	40	65
		2	34	19	53
		3	20	16	36
		4	14	2	16
		5	12	1	13
	Total		117	96	213
Part-timer	Perspective Index	0	6	8	14
		1	10	11	21
		2	17	9	26
		3	12	5	17
		4	11	4	15
		5	6	1	7
	Total		62	38	100

plots, by job type, the ratio of “yes” respondents of Q2 regarding the desire to quit one’s job on the vertical axis and the perspective index on the horizontal axis. From this figure, it can be observed that the ratio of those among part-time employees with the desire to quit their job is approximately the same as for other job types, though somewhat higher than that for managers and supervisors.

In other words, though the level of job satisfaction among part-time employees is quite high, the level of desire to quit one’s job is not very low.

Discussion and Conclusion

This study validated the relationship between the perspective index and both job satisfaction and the desire to quit one’s job, using an oractika survey of all workers, including part-time employees, at Mito Shinkin. Results showed that in an analysis of the entire sample, there is a mostly linear, positive relationship between the perspective index and job satisfaction and a mostly linear, negative relationship between the perspective index and the desire to quit one’s job. Thus, the results of Takahashi (1997) and Takahashi (2014) were reconfirmed.

This study is unique in identifying characteristics of part-time employees. First, part-time employees tend to have a high level of job satisfaction, but a somewhat high desire to quit one’s job despite their job satisfaction. In the case of part-time employees, the role does not assume long-term employment, which increases the likelihood of turnover in the event of job dissatisfaction. This turnover due to job dissatisfaction may account for the higher level of job satisfaction among those who continue with their jobs.

An interesting result of the study was that part-time employees with a perspective index of 5 had a lower job satisfaction ratio than those with a perspective index of 4, which was about the same level

for other job types (Figure 3). On the other hand, the desire to quit one's job continued to decrease even among those with a perspective index of 5 (Figure 4). These trends can also be observed in regular employees on non-managerial career tracks.

What would explain these results? One reason could be the small sample size. Only seven part-time employees had a perspective index of 5. By changing the responses of only a few, the ratio of "yes" respondents would be greatly altered. Conducting this study with a larger sample size is a future task.

However, this survey did not use a mere sample, but rather all employees, and the response rate was close to 100%. Therefore, one may suppose a type of causal relationship.

Part-time employees with an extremely high perspective may have a very high consciousness of their job, which in turn leads them to be dissatisfied with the status quo and to make efforts to improve themselves. This would mean a higher likelihood of a "no" response to the question of whether an employee has satisfaction in his/her current job. The decrease in job satisfaction ratio among those with a perspective index of 5 might indicate such a conclusion, though the desire to quit one's job also decreases in this case. Thus, it can be concluded that those who are dissatisfied with their jobs do not necessarily have the desire to quit, and instead choose to remain with their employer.

Finally, these are merely hypotheses suggested by this study, and require further validation in the future. However, the fact that such hypotheses can be presented by applying the research of Takahashi and others, which focused on full-time employees, particularly those on managerial career tracks, and that the analysis can be expanded to a broader range of employees is thought provoking, given the ongoing changes in employment patterns.

Acknowledgement

The authors deeply appreciate the cooperation of Mito Shinkin Bank.

References

- Okada, Y., & Inamizu, N. (2014, May). *Job type effect of perspective index on job satisfaction: A case of Mito Shinkin Bank*. Paper presented at ABAS Conference 2014 Spring, University of Tokyo, Japan.
- Takahashi, N. (1997). *Nihon kigyo no ishikettei genri* [Principles of decision-making in Japanese firms]. Tokyo, Japan: University of Tokyo Press (in Japanese).
- Takahashi, N. (2002). The degree of self-determination and job satisfaction of white-collar workers in Japanese firms. *Annals of Business Administrative Science*, 1, 1–7. doi: 10.7880/abas/1.1
- Takahashi, N. (2013a). A hypothesis about lukewarm feeling in Japanese firms. *Annals of Business Administrative Science*, 12, 237–250. doi: 10.7880/abas.12.237
- Takahashi, N. (2013b). On the future parameter. *Annals of Business Administrative Science*, 12, 277–290. doi: 10.7880/abas.12.277
- Takahashi, N. (2014). Future parameter explains job satisfaction and turnover candidates in Japanese companies. *Annals of Business Administrative Science*, 13, 129–140. doi: 10.7880/abas.13.129
- Takahashi, N., Ohkawa, H., & Inamizu, N. (2009). Soshiki no konaringu [Organizational cornering: Follow-up study and tracing by oractika]. *Akamon Management Review*, 8(8), 433–462 (in Japanese).
- Takahashi, N., Ohkawa H., & Inamizu, N. (2014). Perspective index in Company X from 2004-2013. *Annals of Business Administrative Science*, 13, 231–242. doi: 10.7880/abas.13.231
- Takahashi, N., Ohkawa, H., Inamizu, N., & Akiike, A. (2013). Soshiki no dashin chosaho [Percussive methods of organization studies]. *Soshiki Kagaku* [Organizational Science], 47(2), 4–14 (in Japanese).

Received June 1, 2014; accepted July 31, 2014