

# The Relationship between Gender Equality and the Employment of Disabled People in Japanese Companies:

*A New Approach to Human Value  
in Corporate Culture*

by

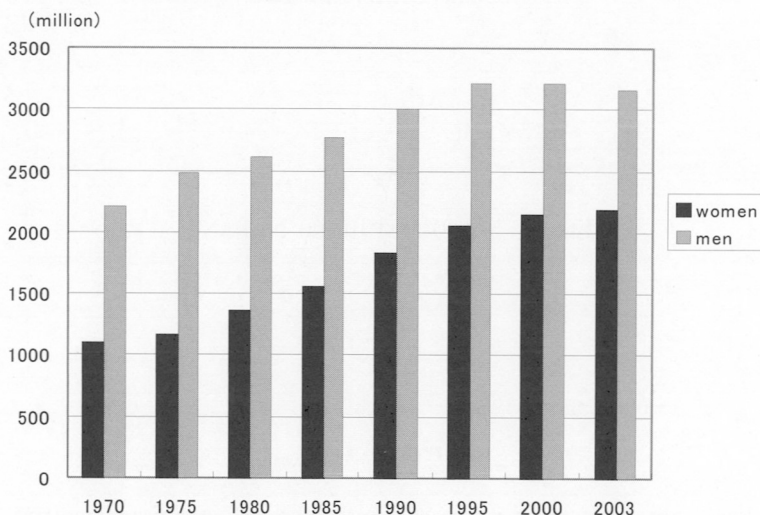
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## **Introduction**

The Equal Employment Opportunity Law which was established in 1985, 20 years have passed since then. During this period, some laws related to gender equality were established; For example, The law concerning the welfare of workers who take care of children or other family members including childcare and family care leave (1995), the basic law for a Gender-Equal Society (1999), and the law for measures to support the development of the next generation, etc. This law is especially noteworthy, although it was established mainly as a measure in a society with fewer children, it put companies which have over 301 employees under obligation to create a plan for a work-life balance. When a company introduces their plan for a work-life balance, the company receives the approval from the Ministry of Health, Labor and Welfare as an excellent company. This approval is very useful to improve a

company's image, for example it attracts better employees, which in turn increases productivity, and it contributes to Social Responsibility Investment (SRI)\*).

Gender roles in Japanese society have changed over the past 30 years. Evidence of this change can be seen, for example, Fig. 1 shows the changing number of employees by sex. In 1985, women employees were approximately 15 million, it exceeded 20 million in 1995 and it is still increasing. However, the number of male employees has been decreasing since 2000.



**Fig. 1.** The changing number of employees by sex (1970–2003)  
*Source:* Ministry of Internal Affairs and Communications “Labour Force Survey”.

The average length of employment and the average age is shown in Fig. 2. In 2001, the average length of employment was 8.9 years for women, 13.6

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\*) Social Responsibility Investment is a sort of investment. The point of this investment is not only making profit but also including assessment CSR (Corporate Social Responsibility) activity; that is gender equality management, employment of disabled people, protection of the environment, community concern.

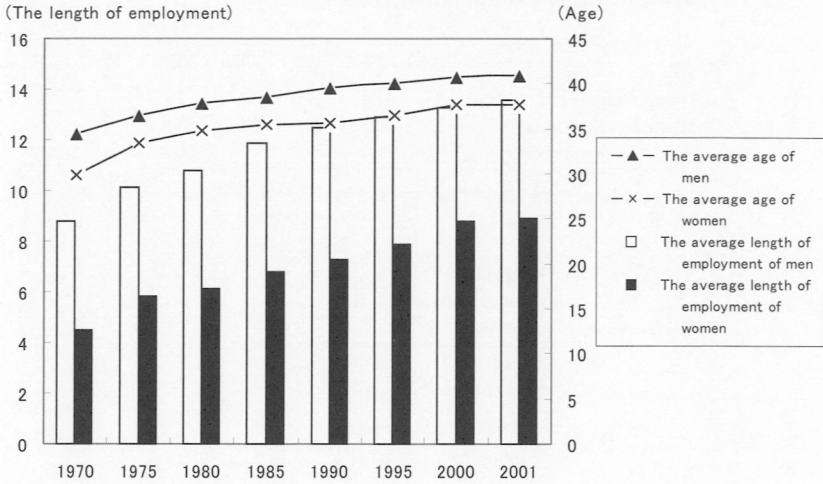


Fig. 2. The average length of employment and the average age (1970–2001)  
 Source: Ministry of Health, Labour and Welfare “Basic Survey on Wage Structure”.

years for men. But the length of employment is increasing for both men and women, though the length of employment of women is shorter than men. The average age is also rising year by year. Thus, Japanese labor conditions are gradually improving for gender equality by expanding laws. However in reality, I think many gender problems occur, for example career development, promotion, sexual harassment and so on. Table 1 shows the managerial positions held by women. The rate of women directors was only 3.2%, that of section chiefs was 5.5%, that of subsection chiefs was 11.9% in 2001. There is a huge difference between women and men. Table 2 is the number of complaints of sexual harassment brought to the prefectural-level Labor Bureau Equal Employment Offices. And the number is increasing year by year. Once we focus on this, many problems become apparent.

In this study, equal employment opportunity, wages, promotion, career development, and welfare for employees are collectively called gender equal management in companies. Recently the movement of international gender mainstreaming and with a fewer children society which is a domestic problem, the government needs to begin gender equal management. This trend

**Table 1.** The rate of managerial positions of women

(Unit: %)

	1989	1992	1995	2000	2001
<i>Women directors</i>	1.2	1.2	1.5	1.6	3.2
<i>Women section chiefs</i>	2.1	2.3	2.0	2.6	5.5
<i>Women subsection chiefs</i>	5.0	6.4	7.3	7.7	11.9

Source: Ministry of Health, Labour and Welfare "Basic Survey on employment of women".

**Table 2.** The number of complaints of sexual harassment

<i>Year</i>	<i>Numbers</i>
1994	850
1995	968
1996	1 615
1997	2 534
1998	7 019
1999	9 451

Source: Japan Institute of Workers' Evolution Survey 2000.

would be welcomed, however I strongly doubt that Japanese companies take gender equality seriously, and the gender equality that is seen is only window dressing. If the company truly believes in gender equality then it exists at various levels through out the company. It means that corporate culture includes gender equality. What factors show gender equality management in the corporate culture? I will show the corporate culture concept later. Having respect for human rights is, in fact the key to solve this problem. I use the employment of disabled people as an example of human rights.

The purpose of this study is to clarify the 3 points below.

1. To examine gender equality and employment of disabled people by corporate culture theory.
2. To discover the actual condition of gender equality and employment of disabled people by using a questionnaire.
3. To show human rights management by the company and whether

the company is consistent between gender equality and employment of disabled people or not.

### What is Corporate Culture?

The corporate culture concept got its beginning in the late 1970's in the U.S.A. Also in Japan, this concept has attracted a great deal of attention. There have been many researches done of the corporate culture, from its background of origin to using it as a strategy (see. Ouchi, 1981; Peters & Warterman, 1982; Deal & Kenedy, 1982; Davis, 1984; Schein, 1985; Brown, 1995). The term of "Corporate Culture (or Organizational Culture)" is defined by many researchers. It can be summarized in the following "corporate culture is the attitude and the thinking by members of the company who have shared values". I adopted the models of Schein (1985) and Pedersen & Sorensen (1989), and modified them for this study. The new corporate culture model of this study is shown in Fig. 3.

The basic assumption, which was explained by Schein, is the core of the corporate culture model. The basic assumption creates some criteria of the

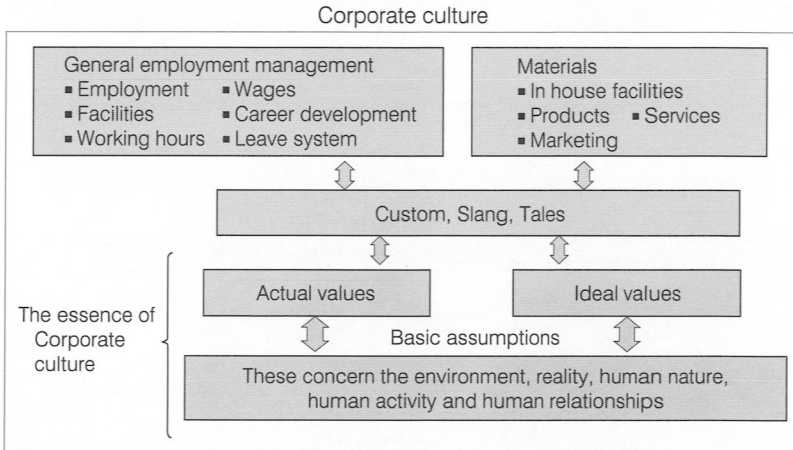


Fig. 3. Corporate culture model of this study

**Table 3.** Contrast of the two types companies (X company and Y company)

		<b>X company</b>
		<i>Has gender equality company</i>
<b>The essence of the corporate culture</b>	<i>Basic assumptions (about gender roles)</i>	Male and female are equal. They are important human resources of the company
	<i>Ideal values</i>	We should not discriminate by gender
	<i>Actual values</i>	Women and men complement each other in the work place
<b>Visible thing of the corporate culture</b>	<i>Slang</i>	Nothing
	<i>Custom</i>	Nothing
	<i>Tales</i>	Does not allow sexual harassment A story of man taking childcare leave, A tale of a working women's success
<b>Employment Management</b>		
	<i>Employment</i>	The equal employment opportunity law of gender equality protects The criteria of job interview does not differ from men and women The system of employment test, period are same The number of women and men employees is equal There are guidelines for sexual harassment and when it occurs steps are taken
	<i>Wages</i>	Equal wages Equal job evaluation A family allowance and a housing allowance are equal Equal retirement plan
	<i>Facilities</i>	Equal use of company facilities Equal use of loaning system Equal renting
	<i>Career development</i>	Contents and period of training course are the same Women are encouraged in their careers, mentorship system Company give women equal opportunities for promotion
	<i>Working hour</i>	There are various working styles. Employees can choose flexible hours
	<i>Leave system</i>	Maternity leaves, childcare leaves, familycare leaves are can be extended Men can take paternity leave Any employee can take leaves
	<i>Union</i>	The union policies are gender equality orientated
<b>Materials</b>		
	<i>In house facilities</i>	There are male and female rest rooms also locker rooms are equal sizes There is no uniforms for only women
	<i>Products, Services, Advertisement</i>	It breaks gender roles, creating new gender relationship Support working women Improving gender roles
	<i>Corporate social responsibility</i>	Has a consideration of gender and human rights an activity support women

\* Harridan

This table is revised (Saito, 1996).

Table 3. (Continued)

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**Y company**

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***Lacks gender equality company***

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A company is male's domain, a house is female's domain

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Women are unsuitable for work

Women should work assistants of men

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Young women are called "girls", older women are called "otsubone\*<sup>99</sup>". Women are ornament in the office

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Women serve tea and clean up the office

Encouraged to get marry

Go easy on sexual harassment

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Retiring for marriage (It is the happiest thing for women employees), It's a tragedy of to be a spinster

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The criteria of job interview is different from men and women

There are no women interviewers

The system of employment test, period are different

The numbers of women employees is low

There are no guidelines for sexual harassment and when it occurs no steps are taken

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Wages are different by sex

Men and women are evaluated on their work performance but women are also evaluated on their femininity

Family allowance and a housing allowance differ by sex

A companies retirement plan differs by sex

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Men are given priority over women in using company facilities

Company loans are stricter for women

Women can't rent company apartment

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Contents and period of the training course differ by sex

Women are not encouraged in their careers, mentorship system

Company don't give women the opportunities to gain a promotion

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Over time is praised but there is no system of flexible time

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Company strictly adheres to maternity leaves, childcare leaves, familycare leaves laws

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No Paternity leave

It is difficult for employees to take these leaves

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The union policies are male orientated

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Women employees must share rest room with male employees, also locker rooms for women are smaller than for men

Women employees have to wear an uniform

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Based on gender roles

Supposed that women don't work

Based on gender roles and using women as eye candy

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Does not consideration of gender

On environmental issues women are compelled to participate

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attitude; it is a tacit understanding among the members of the company. This basic assumption is created by the values of the company founder. As the company grows and the market changes, some values survive, others don't. The remaining values are classified in 2 types, actual values and ideal values. Actual values appear in corporate principals and ideal values appear in corporate ethics. These are the essence of the corporate culture. Abstract values are difficult to grasp. However this essence is revealed in the behavior pattern of the employees, in traditional ceremony, in some tales and also in material side of the company. And then, these are seen in general employment management and in materials.

### **Defining gender in the Corporate Culture**

Corporate culture theory seldom deals with gender equality management. The pioneers in this field are Mills (1988) and Acker (1992). They showed that many gender problems arise from the corporate culture. I will describe the gender equality management in the corporate culture through gender analysis. Table 3 is a contrast of 2 companies, X and Y. X Company has gender equality management but Y Company lacks gender equality management.

In X Company, the basic assumption is "male and female are equal, they are important human resources of the company". And Ideal values are "we should not discriminate by gender". Actual values are "women and men complement each other in the work place". These values are reflected in general employment management and materials. Y Company lacks gender equality management, the basic assumption is "A company is a male's domain; A house is a female's domain". Ideal values are "women are unsuitable for work", Actual values are "Women should work as assistants to men". In Y Company, Women employees have a short employment period. According to my hypothesis, X company could respect and value human rights. I will explain this hypothesis in the "results".



## Method of survey

980 companies were chosen for this survey. All the companies that received an award either for improving gender equality or for making an effort at family-friendly (work-life balance) or for high employment of disabled people by the Ministry of Health, Labor and Welfare, and the reminding companies in this survey were taken from the book "The Social Contribution of Excellent Companies 2003" by the Asahi newspaper company. This survey was conducted from 20<sup>th</sup> February to 8<sup>th</sup> March 2004 by a mailed questionnaire. 152 replies were received which totals 15.5% of companies surveyed, of these only 134 companies sent in valid responses.

## Results

### 1. An outline of the subject companies of this survey

32% represents big companies that have over 1 000 employees (see Table 4). There are various types of industry, most of them are in the retail trade (see Table 5). The average number of male employees is 2 527, and for women it is 467, and the average length of employment for men is 15.4 years, and for

**Table 4.** The size of companies in this survey

#Employees	%
Over 1 000	32.0
500-999	14.2
100-499	25.4
Less 99	25.4
Unanswered	3.0

**Table 5.** The types of industry in this survey  
(Unit: %)

Retail trade	18.3
Service	14.7
Food	10.1
Publishing	8.3
Electronics	8.3
Banking & Insurance	8.3
Chemicals	6.4
Automobile	5.5
Construction	4.6
Textiles	3.7
Transport & Communication	2.8
Steel	2.8
Petroleum	0.8
Electricity & Gas	0.8
Others	4.6

women it is 12.1 years. These numbers are greater than the national statistics data (see table 2).

## 2. Gender equality management

### (1) Equal employment opportunity

Regarding equal employment opportunity, companies were asked whether they employed women interviewers. Half of the subject companies replied "yes" (see Table 6). But, 44% of them replied "no". In the 44% of the companies, women have no jobs relating to the hiring of new employees. Table 7 shows that 4.5% of subject companies have training for women, whereas only 0.7% of them have training for men. However the remaining companies have training for both sexes. On managerial positions, the number of women executives is only 0.4 people per company, women directors are 1.4 people, section chiefs are 8.3 people and subsection chiefs are 30.6 people.

**Table 6.** Existence of women interviewer  
(Unit: %)

<i>Yes</i>	53.0
<i>No</i>	44.0
<i>Unknown</i>	2.2
<i>Unanswered</i>	0.8

**Table 7.** Training by gender  
(Unit: %)

<i>Training for women</i>	4.5
<i>Training for men</i>	0.7
<i>Indiscriminating training</i>	91.8
<i>Others</i>	1.5
<i>Unanswered</i>	1.5

### (2) Leave system

Regarding the period of maternity leave, approximately 60% of companies give 14 weeks, it is the correct period in accordance with the Labor Standard Law. Some companies have longer maternity leave, 6% of all companies allow over 17 weeks, 23% of them give 14–17 weeks (see Fig. 4). The average number of people taking maternity leave is 11.4 people per company. 59% of all companies have paternity leave. The average number of people taking paternity leave is 6.2 people per company. Half of the companies don't have compensation for maternity leave. In regard to childcare leave, 73% of all companies give

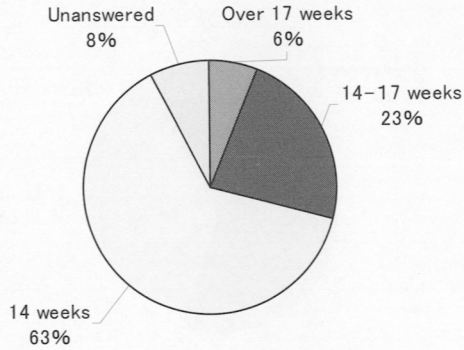


Fig. 4. The period of maternity leave

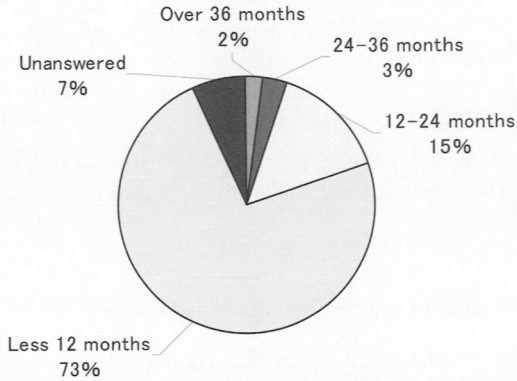


Fig. 5. The period of child care leave

one year (Fig. 5). It is a period decided by the law concerning the welfare of workers who take care of children or other family members including childcare and family care leave (revised to 1 and a half years in April 2005). 20% of all companies have over 1 year childcare leave. The average number of women taking childcare leave is 14.9 peoples per company, but for men it is very small, 0.5% people per company. 70% of the companies don't have

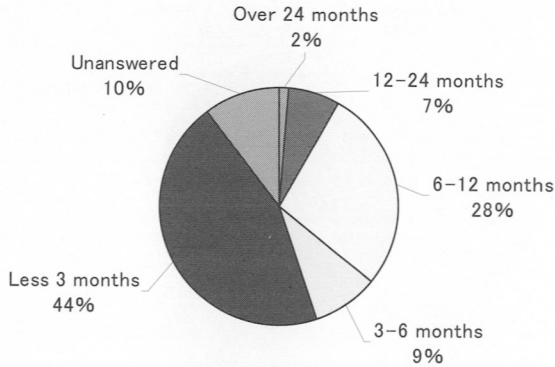


Fig. 6. The period of family care leave

compensation for childcare leave. Regarding family care leave, 44% of companies give less than 3 months (Fig. 6). They adhere to the law concerning the welfare of workers who take care of children or other family members including childcare and family care leave. The average number of women taking family care leave is 1.5 peoples per company, for men it is 0.1 people per company. Approximately 70% of the companies don't t have compensation for family care leave.

### (3) Improvement for a gender equal work place

Fig. 7 shows the improvement for gender equality. The most common answer is "higher number of women employed" that is about 40% of all companies "more job opportunities in the work place" and "more promotion for women" are both 35%.

As to the choices of work style, 58.2% of the companies have "reducing working hours". Also, 51.5% of the companies have "the re-employment system". The choices of work style have not yet become popular.

Regarding the prevention of sexual harassment, the answer "doing nothing to prevent sexual harassment" is approximately 10% of the companies. 75% of the companies have a complaints desk for cases of sexual harassment, and half of the companies have sexual harassment guidelines. In regard to gender

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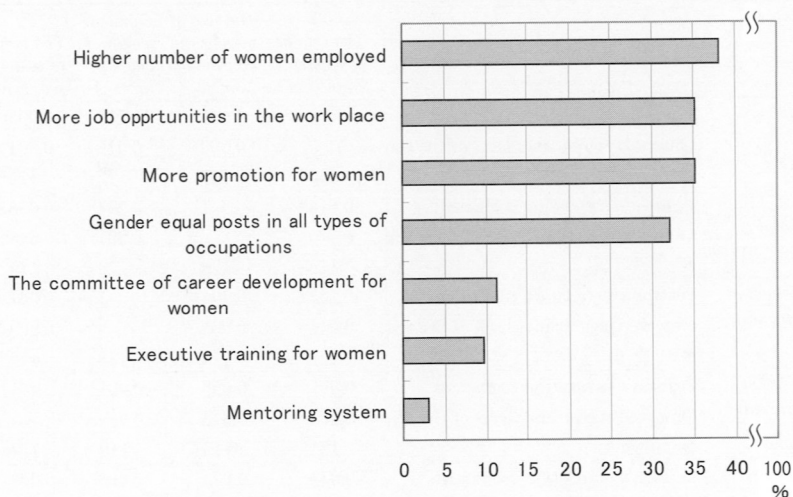


Fig. 7. Improvement for gender equality

equality allowances, family allowance is the most equal (78.4%) between men and women than any other allowance (Table 8). Regarding custom, in 23% of the companies tea is served by women, but the gender roles of company events (a company sponsored recreational trip and/or party) is 0%.

Table 8. The gender equality of allowances

(Unit: %)

	<i>family allowance</i>	<i>housing allowance</i>	<i>housing loan</i>
<i>Not depending on gender</i>	78.4	59.7	67.2
<i>Depending on gender</i>	0.7	1.5	0.7
<i>Unanswered</i>	20.9	38.8	34.3

(4) Correlation of gender equality management

Table 9 shows the correlation of gender equality management. The number of women employees correlates with women's managerial positions (.614), and

**Table 9.** The correlation of gender equality management

		<i>The number of women employees</i>	<i>The rate of managerial position of women</i>	<i>Equal length of employment</i>	<i>The period of maternity leave</i>
<i>The number of women employees</i>	Pearson's correlation coefficient	1	0.614*	0.213*	0.095
	Observed significance level of the test		0.000	0.016	0.301
	N	130	125	127	121
<i>The rate of managerial position of women</i>	Pearson's correlation coefficient	0.614*	1	0.294*	0.056
	Observed significance level of the test	0.000		0.001	0.548
	N	125	128	123	119
<i>Equal length of employment</i>	Pearson's correlation coefficient	0.213*	0.294*	1	0.001
	Observed significance level of the test	0.016	0.001		0.989
	N	127	123	128	119
<i>The period of maternity leave</i>	Pearson's correlation coefficient	0.095	0.056	0.001	1
	Observed significance level of the test	0.301	0.548	0.989	
	N	121	119	119	124
<i>The existence of paternity leave</i>	Pearson's correlation coefficient	-0.031	0.021	0.166	0.078
	Observed significance level of the test	0.728	0.816	0.062	0.392
	N	129	127	127	124
<i>Compensation of maternity leave</i>	Pearson's correlation coefficient	-0.004	0.017	0.104	0.115
	Observed significance level of the test	0.966	0.848	0.242	0.204
	N	130	128	128	124
<i>The period of childcare leave</i>	Pearson's correlation coefficient	-0.126	0.008	-0.058	0.084
	Observed significance level of the test	0.166	0.930	0.531	0.363
	N	123	122	121	120
<i>Compensation of childcare leave</i>	Pearson's correlation coefficient	-0.134	-0.094	0.104	0.031
	Observed significance level of the test	0.128	0.293	0.244	0.730
	N	130	128	128	124
<i>Financial and material assistance of childcare</i>	Pearson's correlation coefficient	-0.136	-0.146	0.154	0.138
	Observed significance level of the test	0.122	0.099	0.082	0.126
	N	130	128	128	124
<i>The period of family care leave</i>	Pearson's correlation coefficient	-0.124	-0.094	0.093	0.214*
	Observed significance level of the test	0.179	0.313	0.320	0.021
	N	119	118	117	116
<i>Compensation of family care leaves</i>	Pearson's correlation coefficient	-0.225*	-0.176*	0.117	0.002
	Observed significance level of the test	0.010	0.047	0.190	0.984
	N	130	128	128	124
<i>Tea served by women</i>	Pearson's correlation coefficient	-0.194*	0.013	0.163	0.182
	Observed significance level of the test	0.034	0.886	0.077	0.053
	N	119	117	118	114

\* Significance at 0.05 level (two-tailed test).

\*\* Significance at 0.01 level (two-tailed test).

Table 9. (Continued)

<i>The existence of paternity leave</i>	<i>Compensation of maternity leave</i>	<i>The period of childcare leave</i>	<i>Compensation of childcare leave</i>	<i>Financial and material assistance of childcare</i>	<i>The period of family care leave</i>	<i>Compensation of family care leaves</i>	<i>Tea served by women</i>
-0.031	-0.004	-0.126	-0.134	-0.136	-0.124	-0.225*	-0.194*
0.728	0.966	0.166	0.128	0.122	0.179	0.010	0.034
129	130	123	130	130	119	130	119
0.021	0.017	0.008	-0.094	-0.146	-0.094	-0.176*	0.013
0.816	0.848	0.930	0.293	0.099	0.313	0.047	0.886
127	128	122	128	128	118	128	117
0.166	0.104	-0.058	0.104	0.154	0.093	0.117	0.163
0.062	0.242	0.531	0.244	0.082	0.320	0.190	0.077
127	128	121	128	128	117	128	118
0.078	0.115	0.084	0.031	0.138	0.214*	0.002	0.182
0.392	0.204	0.363	0.730	0.126	0.021	0.984	0.053
124	124	120	124	124	116	124	114
1	0.375**	0.105	0.187*	0.219*	0.074	0.176*	0.118
	0.000	0.244	0.031	0.012	0.421	0.043	0.194
132	132	126	132	132	122	132	122
0.375**	1	0.090	0.366**	0.216*	0.217*	0.367**	0.132
0.000		0.315	0.000	0.012	0.016	0.000	0.147
132	134	126	134	134	122	134	122
0.105	0.090	1	-0.003	0.040	0.278**	0.138	0.081
0.244	0.315		0.974	0.657	0.002	0.124	0.385
126	126	126	126	126	121	126	116
0.187*	0.366**	-0.003	1	0.140	0.116	0.715**	0.083
0.031	0.000	0.974		0.108	0.203	0.000	0.363
132	134	126	134	134	122	134	122
0.219*	0.216*	0.040	0.140	1	0.174	0.245**	0.166
0.012	0.012	0.657	0.108		0.056	0.004	0.068
132	134	126	134	134	122	134	122
0.074	0.217*	0.278**	0.116	0.174	1	0.181*	0.114
0.421	0.016	0.002	0.203	0.056		0.045	0.227
122	122	121	122	122	122	122	113
0.176*	0.367**	0.138	0.715**	0.245**	0.181*	1	0.078
0.043	0.000	0.124	0.000	0.004	0.045		0.391
132	134	126	134	134	122	134	122
0.118	0.132	0.081	0.083	0.166	0.114	0.078	1
0.194	0.147	0.385	0.363	0.068	0.227	0.391	
122	122	116	122	122	113	122	186

equal length of employment (.213). The number of women employees correlates negatively with the compensation of family care leaves (-.225), tea served by women (-194). These results show that even though there are a higher number of women employed, this does not mean there is more gender equality. The period of maternity leave positively correlates with the period of family care leave (.214). Paternity leave positively correlates with compensation of maternity leave (.375), financial and material assistance of childcare (.219), compensation of childcare leave (.187) and compensation of family care leave (.176). The companies having paternity leave are linked with gender equality management, especially with the creation of the work place that has the work-life balance.

### 3. *Employment of disabled people*

#### (1) The conditions of the employment of disabled people

As I mentioned in the method of survey, the subjects of this study are excellent companies. However, 12.2% of all of the companies do not hire even one disabled person. Table 10 shows the number of disabled people per company. The average number of disabled female employees is 6.7 people per company. The average number of disabled male employees is 12.6 people per company. The number of women is half that of men. The reasons given for not employing disabled people are “the company does not have suitable jobs for disabled people” (69.2%), “disabled people don’t look for employment” (25.0%), “the company does not have facilities for disabled people” (15.4%) (see Fig. 8). On the other hand, the reasons of employment of disabled people are “for corporate social responsibility (40.3%)”, “following the law (30.7%)”, “a disability does not have an influence on work (16.7%)”. (see Fig. 9). How does the company which employs disabled people find them? The most common

**Table 10.** The number of disabled people per company  
(Unit: people)

<i>Women</i>	6.7
<i>Men</i>	12.6
<i>The ratio of disabled women employees (Disabled men employees = 100)</i>	53



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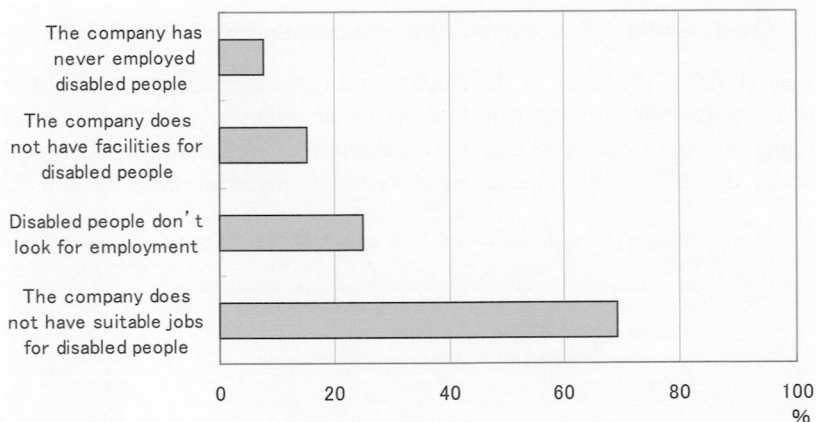


Fig. 8. The reasons of not employing disabled people (multi-answer choice)

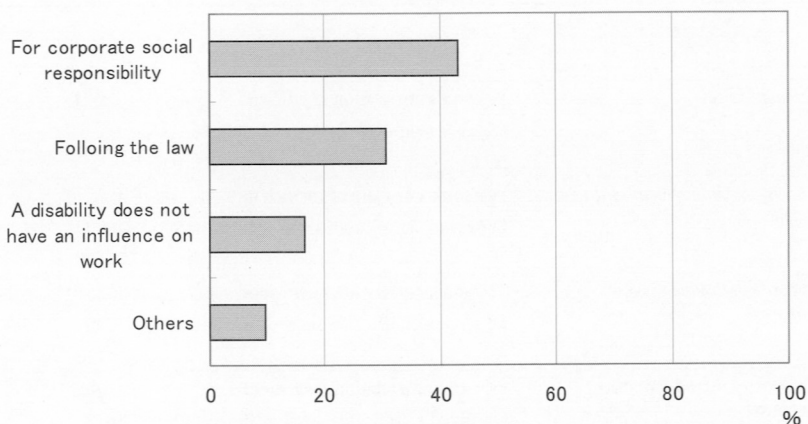


Fig. 9. The reasons of employment of disabled people

answer is “by using a public employment agency” (66.1%). The questionnaires asked the merits of employing disabled people. The answers are classified into 3 groups. The first group is about “corporate social responsibility”, the second group is “improving corporate image”, and the third one is “to enable the company to tender bids and/or acquire business”.

(2) The future of the employment of disabled people

Table 11 shows the future of the employment of disabled people. The answers are 1) Increasing the number of disabled people employed is 38.1%. 2) Maintaining the status quo is 52.2%. 3) Decreasing the number of disabled people employed is 2.2%. Half of the companies chose to maintain the status quo.

**Table 11.** The future of the employment of disabled people  
(Unit: %)

<i>Increasing the number of disabled people employed</i>	38.1
<i>Maintaining the status quo</i>	52.2
<i>Decreasing the number of disabled people employed</i>	2.2
<i>Unanswered</i>	7.5

**Table 12.** The correlation between gender equality management and the employment of disabled people

<i>Company size</i>		<i>Company size</i>
<i>Company size</i>	Pearson's correlation coefficient	1
	Observed significance level of the test	
	N	
<i>The future employment of disabled people</i>	Pearson's correlation coefficient	0.337*
	Observed significance level of the test	0.00
	N	128
<i>The rate of disabled people employed</i>	Pearson's correlation coefficient	0.353**
	Observed significance level of the test	0.00
	N	128
<i>The rate of disabled women employed</i>	Pearson's correlation coefficient	0.003
	Observed significance level of the test	0.49
	N	96
<i>Improvement of women's careers</i>	Pearson's correlation coefficient	-0.176*
	Observed significance level of the test	0.023
	N	130
<i>The rate of women in managerial positions</i>	Pearson's correlation coefficient	0.346**
	Observed significance level of the test	0.00
	N	125

\* Significance at 0.05 level (one-tailed test). \*\* Significance at 0.01 level (one-tailed test).

## Discussion

I discovered 3 positive correlations (Table 12). (1) Company size and the rate of employment of disabled people, company size and future employment of disabled people, company size and the rate of women in managerial positions. (2) Future employment of disabled people and the rate of women in managerial positions. (3) The rate of disabled women's employment and the rate of women in managerial positions.

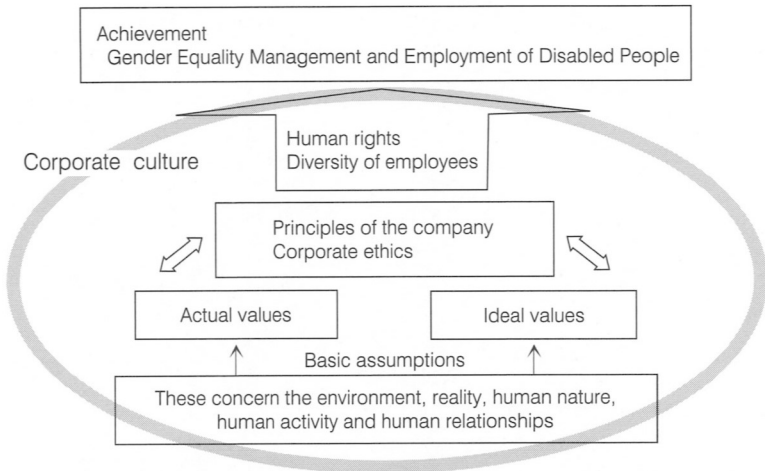
As the company grows, more disabled people are employed, also better planning for future employment of disabled people and a higher rate of women in managerial positions. Society expects big companies to be aware of gender equality management and employment of disabled people as a social

Table 12. (Continued)

<i>The future employment of disabled people</i>	<i>The rate of disabled people employed</i>	<i>The rate of disabled women employed</i>	<i>Improvement of women's careers</i>	<i>The rate of women in managerial positions</i>
0.337*	0.353**	0.003	-0.176*	0.346**
0.00	0.00	0.49	0.023	0.00
128	128	96	130	125
1	0.036	-0.027	-0.019	0.214
	0.343	0.398	0.416	0.008
	126	97	131	126
0.036	1	-0.028	-0.082	0.068
0.343		0.392	0.179	0.226
126		96	128	123
-0.027	-0.028	1	0.221*	0.264*
0.398	0.392		0.015	0.005
97	96		97	94
-0.019	-0.082	0.221*	1	0.152*
0.416	0.179	0.015		0.044
131	128	97		128
0.214	0.068	0.264*	0.152*	1
0.008	0.226	0.005	0.044	
126	123	94	128	

contribution or a social responsibility. I found that the companies which improve gender equality show a tendency to treat disabled as ordinary people but though this is not widespread trend.

These results clarified the companies are consistent between gender equality and employment of disabled people when the corporate culture includes human values. A prerequisite of having human values in companies is to follow the law or to exceed the law. The companies that incorporate human values strengthen their corporate identities which in turn help them in the competitive market (Sato & Yamada, 2004). It is important for the companies to be seen by the public as reasonable and fair. Because of this, these companies are able to obtain tangible and intangible resources, e.g.; higher profits, better corporate image, etc. Fig. 10 shows the corporate culture and achievement of gender equality management and employment of disabled people. Actual values and ideal values make the principals of a company and its corporate ethics, which in turn produces human rights. Naturally, human rights incorporate diversity of employees. Diversity of employees is linked to gender equality management and employment of disabled people.



**Fig. 10.** Corporate culture and achievement of Gender Equality Management and Employment of Disabled People

In Western countries, the movement for standard CSR became active because of the globalization of companies, competitiveness between companies and company scandals. For example, the U.N. suggested “Global compact” that has 3 parts, human rights, labor and environment. Gender equality and the employment of disabled people are included in human rights and labor. Companies should consider “Global compact”; nowadays it’s the prevailing trend. From now on, caring about human rights in a company will be the key to surviving in the competitive market.

Finally, I should mention about the limitations of this study, the subjects of this survey were all excellent companies that employed CSR. Therefore the results of this study don’t apply to every Japanese company. When considering the average Japanese companies, these results should not be taken into account.

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