

<論文（キャリア形成論）>

Determining Factors for Female Public Servants' Intention of Continued Employment

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Abstract

This study specifically examined the trend of lengthening years of continuous employment among women who can expect long-term employment, and empirically analyzed the factors for their career choice to become local public servants. The study used job transfer cohort data of female public servants. In the case of entering an occupation with good employment conditions as the first employment, it is known that worsening of employment conditions that occurs when leaving a job exerts an anchor effect. Results revealed that entering first employment with the intention of continuing to work is an important factor for continued employment (Tokyo Women's Foundation 1999; JIL, 2000; Aoshima, 2001; Tomita, 2001; Nishikawa, 2001). Nonetheless, it was difficult to say that detailed examination of background factors which led them to have the intention to continue to work after entering the first employment and analysis of the influences on career development were sufficient¹⁾.

Therefore, using micro data of female public servants who are likely to expect employment continuation and return to work, we examined their influences on the intention of continued employment²⁾. The results of empirical analysis revealed that the longer the person's years of continuous employment were, the stronger the intention of continued employment became. In addition, those who continue to work are often found among the people who enter employment because of family matters and among the people who perceive employment as a public servant as a life goal. New findings revealed the following effects: high expectations for continued employment derived from employment as a public servant lower the hurdle for satisfaction with

working conditions in people in their first employment, and push down the hurdle for satisfaction with the contents of work in a group of people who had been reemployed.

Keywords: female public servants, continued employment, employment satisfaction

女性公務員, 継続就業, 就業満足

1. Introduction

After the Great East Japan Earthquake in March 2011, a greater emphasis has been placed on the perspective of a gender-equal society in support of disaster victims and restoration (Gender Equality Bureau Cabinet Office, 2011). According to the *Labour Force Survey (Basic Tabulation)* of 2010 conducted by the Ministry of Internal Affairs and Communications, women made up 42.0% of the labor force population in 2010 (the average years of continuous employment was 8.9). With regard to local public servants (2009), women who passed the prefectural employment tests made up 25.6%. Those who passed the municipal districts' employment tests made up 45.1%; the proportion of female public servants in municipal districts is above the average in industries of all types. As a reason for that, it has been pointed out that local public servants enjoy gender equality in the system of promotion and salary increases and that it is easy for people who work near their homes to balance work and home affairs (Gender Equality Bureau Cabinet Office, 2011; Kobayashi, 2009).

However, conventional empirical studies related to women's continued employment have assigned too much importance to analysis of the influences of familial factors (e.g., marriage, childbirth, child rearing, husband's income) and political factors (laws, systems, and policies for the promotion of women's employment inside and outside companies) in the phases of marriage/childbirth and of reemployment choice (Waldfoegel et al. 1999; Kurosawa, 2001; Nishikawa, 2001; Barnett et al. 2005; Takahashi and Nakagami, 2007; Takeishi, 2009). In the course of which, female workers' awareness is becoming diverse because of the popularization

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of higher education, given that individual employment awareness at the time of entering employment (of graduation) itself has no small effect on career development, it is important to examine sustainability of the influence of factors in the phase of entering employment (JIL, 2000; Kanda, 2000; Aoshima, 2001; Hirano, 2005). For example, Kanda (2000) points out that the awareness of occupation and the prospect of a career which female university graduates have when entering the first employment influence their employment behavior afterwards. However, Aoshima (2001) reported that the presence of the intention to continue to work at the time of entering the first employment is important for continued employment. Nevertheless, the previous studies described above are not the kinds of analyses that incorporate career choice factors before entering employment, which cannot be ignored in the decision to continue the first employment.

For that reason, this paper is intended to examine women's continued employment from the perspective of career development using individual data of female local public servants and through the relation between career choice factors and determining factors for the intention of continued employment among those who continue to work in the job of first employment those who have the intention of continued employment from the first employment (hereinafter referred as to the first employment continuator)³⁾ because influences in the phase of entering employment are more important for future career development in secure occupations.

Additionally, it was confirmed whether or not those who continue to work from the first employment with looking ahead to a long-term career have higher levels of employment satisfaction. Takeishi (2009) reported that the continued employment type raises their levels of satisfaction toward ways to work more than the reemployment type does. When the original continuation preference is strong, the levels of satisfaction are expected to be raised further. Nonetheless, no previous study has proven that.

The composition of this paper is the following. In the next section, we analyze

the data used in the study from various perspectives and examine the relation between female public servants' intention of entering employment and employment continuation. In section 3, we analyze a simplified model on female public servants. In section 4, we examine regulatory factors for female public servants' employment continuation statistically by job transfer cohort. Finally, a summary of results and future challenges is presented in section 5.

2. Data

1. Survey overview

The data used for this study were gathered through the *Career Awareness Survey of Young Public Servants* (hereinafter designated as *the survey*), which the author implemented independently. The survey was administered to young officials who had worked for 10 years more or less at 236 local government offices in 43 prefectures (excluding some areas affected by the Great East Japan Earthquake), using a mailing method (snow-ball sampling method) and an e-mailing method, during May 2011—August 2011. The distributed questionnaires were 6,181. The valid responses were 4,015 (1,410 women, 2,597 men, and 8 unknown). The valid response rate was 64.9%. By job transfer cohort in female public servants, the ratio between a group of people in their first employment and a group of people who had been reemployed 2:1 (953 people in their first employment, 452 people who had been reemployed, and 5 unknown).

With respect to the intention of continued employment, first job continuators thinking that “I want to work as a public servant until the retirement age” were 497 (52.1%) in a group of people in their first employment, which showed no percentage differences from a group of people who had been reemployed and male public servants⁴⁾. However, the intention of employment continuation at present slightly increased in male public servants compared to those before entering employment, although it significantly decreased more than 20 points among female public servants,

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 which revealed the possibility that along with lengthening of employment, various
 factors function to reduce the eagerness to continue working, even in employment of
 public servants⁵⁾.

Table 1. Female public servants' intention of employment continuation (%)

	Female public servants		[Reference] Male public servants (n=2,597)
	Group of people in their first employment (n=953)	Group of people who had been reemployed (n=452)	
Intention of employment continuation (before entering employment)	78.9	78.7	53.3
Intention of employment continuation (at present)	55.0	54.8	58.5

Note 1) [Intention of employment continuation (before entering employment)] presents the percentage of those who chose "5" or "4" to the question with 5-scale rating: "5. Very much", "4. Somewhat", "3. Neither", "2. Little", and "1. Not at all".

Note 2) [Intention of employment continuation (at present)] shows the total percentage of those who answered "I want to work as a public servant in present employment until the retirement age" and "I want to work as a public servant in other employment" regarding their future career choice.

Source: *Career Awareness Survey of Young Public Servant* (2011) by the author.

2. Principal component analysis of reasons for a career choice to become a public servant

To grasp the transitional phase from school to occupational society from a perspective of a career choice to become a public servant, the survey asked 43 questions in all related to factors for the career choice to become a public servant from the four dimensions of "work aspects", "family aspects", "school aspects", and "environment aspects". The four aspects were adopted from the analytical framework described by Kosugi (2004). Here, four items which showed ceiling and floor effects in the average value and the standard deviation were eliminated from the response data for the 43 described above (5-scale rating). Next, a principal component analysis was performed

for the remaining 39. After excluding another five which showed no sufficient factor loadings, once again a principal component analysis (PCA) was conducted with Promax rotation. Seven factors with an eigenvalue greater than or equal to 1 were obtained. Table 2 presents the vectors after the eigenvectors corresponding to them were rotated, which indicates five items in the first principal component, four items

Table 2. Seven components based on principal component analysis (after rotation)

Question	1 st PC	2 nd PC	3 rd PC	4 th PC	5 th PC	6 th PC	7 th PC
"Choice factors for a career as a local public servant"							
It is stable.	.668	.179	.028	-.050	-.089	-.097	.088
It offers good employment conditions.	.620	.193	.036	-.016	-.033	.033	.063
It is easier to continue to work.	.792	-.045	-.108	.065	.010	.042	-.012
It provides good welfare and benefits.	.734	-.079	-.060	-.031	-.076	.116	.059
It will not be influenced by social and economic conditions.	.456	.313	.035	-.043	-.083	-.077	.002
I wanted to feel secure before others.	.134	.531	.213	-.008	.063	.063	-.046
I wanted to get out of a competitive society.	-.100	.500	.190	.065	.006	.199	-.103
I failed at the exam of my first choice of company or certification.	-.180	.444	-.407	.102	.010	.128	.136
I wanted my job hunting to be successful at any cost.	-.086	.431	.258	.036	.168	-.004	-.103
I did not want to waste time studying to become a public servant.	-.091	-.015	.560	.001	-.156	-.061	.117
I wanted to be a public servant by any means.	-.012	.064	.785	-.038	.040	.031	-.009
I wanted to realize my dream of being a public servant.	-.067	-.015	.794	.043	-.010	.008	.048
I wanted to have a job of helping others.	.145	-.064	-.044	.600	-.103	-.100	-.048
I wanted to make a better society and local community.	.019	-.008	.009	.782	.030	-.018	-.077
I wanted to repay the local community's favors.	-.104	.133	.009	.685	.054	-.041	.080
I had an interest in community design and industrial development.	-.033	.010	.026	.599	-.086	.091	.038
I needed to feed my parents and/or family.	-.054	.023	.013	-.073	.747	-.105	-.003
I needed to succeed.	-.098	-.034	-.052	.020	.604	-.006	.215
I can work while taking care of my parents and/or family.	.010	-.036	-.041	.001	.764	.077	-.085
It has no quotas or the pursuit of profit.	.074	.087	.105	.050	-.053	.519	-.084
It seems to be an enjoyable job.	-.118	.247	-.090	-.077	-.059	.667	.071
I can have free time for private life.	.137	.004	-.028	-.036	-.013	.574	.072
It was strongly recommended by my parents and/or family.	.028	-.010	-.085	-.051	.033	-.026	.801
My parents and/or family were public servants.	.083	-.211	.289	.056	-.070	.177	.600
I wanted my parents and/or family to be relieved.	.135	.163	.059	.062	.278	-.148	.461
Eigenvalue	4.69	2.13	1.75	1.65	1.44	1.32	1.18

Note 1) Factor extraction method: Principal component analysis. Rotation method: Promax method with Kaiser Normalization (Rotation converged in seven iterations).

Note 2) Factor loadings of 0.40 or greater are made a number bold.

Note 3) The sample is all female public servants ($n=1,410$).

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each in the second and the fourth principal components, and three items each in the third, fifth, sixth, and seventh principal components are corresponding. The respective principal components(PC) are designated as follows: The first principal component is designated as privilege-oriented because of its wide range of contents; the second principal component is designated as comfort/ secure-oriented based on “I want to feel secure before others” and “I wanted to get out of a competitive society”; the third principal component is designated as public servant-oriented; the fourth principal component is designated as local community contribution-oriented based on “I wanted to have a job to help others” and “I wanted to make a better society/ local community”; the fifth principal component is designated as family oriented; the sixth principal component is designated as freedom-oriented; and the seventh principal component is designated as other-oriented.

3. Correlation between the extracted factors and the intention of continued employment

In terms of the intention of employment continuation, answers to questions about future career choices in the survey were replaced by dummy variables as follows: “being a public servant until the retirement age” and “being an other public servant” were as “with” the intention of employment continuation, and “transferring to a private company”, “opening a business”, and “nothing in particular” were as “without” the intention. Table 3 and Table 4 present correlations between the seven factors and the intention of employment continuation by job transfer cohort. The comparison of the two groups revealed that factors which showed significant positive correlations with the intention of employment continuation in a group of people in their first employment, and in both groups in common, were “privilege-oriented”, “public servant-oriented”, and “family oriented”. Then they acted strongly as an incentive for continued employment based on the security of position.

Table 3. Correlation between the principal components and the intention of employment continuation: Group of people in their first employment (%)

No.	1	2	3	4	5	6	7	8
1 intention of employment continuation (at present)	1							
2 [PC1] privilege-oriented	.151**	1						
3 [PC2] comfort/secure-oriented	.100*	.190**	1					
4 [PC3] public servant-oriented	.206**	.188**	.171**	1				
5 [PC4] local community contribution-oriented	.087**	.047	.019	.160**	1			
6 [PC5] family-oriented	.115**	.596**	.181**	.197**	.027	1		
7 [PC6] freedom-oriented	.018	.227**	.157**	.128**	.114**	.172**	1	
8 [PC7] other-oriented	.080*	.212**	.146**	.131**	-.006	.261**	.099**	1

Note: ** $p < .01$ * $p < .05$

Table 4. Correlation between the principal components and the intention of employment continuation: Group of people who had been reemployed (%)

No.	1	2	3	4	5	6	7	8
1 intention of employment continuation (at present)	1							
2 [PC1] privilege-oriented	.198**	1						
3 [PC2] comfort/secure-oriented	.045	.229**	1					
4 [PC3] public servant-oriented	.220**	.234**	.267**	1				
5 [PC4] local community contribution-oriented	.076	.027	.065	.126**	1			
6 [PC5] family-oriented	.155**	.160**	.081	.100**	.046	1		
7 [PC6] freedom-oriented	-.052	.134**	.182**	.086	-.051	.032	1	
8 [PC7] other-oriented	.108*	.193**	.173**	.236**	.085	.142**	.075	1

Note: ** $p < .01$ * $p < .05$

3. Model

1. Basic Model

In this section, we assume a simplified model of the relationship between female public servants' working conditions and their willingness for continued employment. This model enables us to analyze how the consciousness of the newly-employed concerning continued employment under uncertain conditions affects the labor market, According to Tokyo Women's Foundation's findings (1999), female public servants' willingness to continue their employment can be characterized in the following formula:

$$U = \rho(l; m)y_0 + \{1 - \rho(l; m)\} y - l$$

U : female public servants' utility, l : money denominated labor supply,

m :parameter i.e., motivation, ρ :function on voluntary retirement, that is, the probability of voluntary retirement declines in inverse proportion to job satisfaction. $\rho'(\bullet) < 0$. y_0 : treatment in the case of retirement (retirement allowance), y :treatment in the case of continued employment, such as salary and welfare.

The first-order condition for this maximization problem is,

$$\rho'(l; m)(y_0 - y) = 1$$

That is, the public service function of female public servants is:

$$l = l(y_0, y; m)$$

Furthermore, in assuming $\rho''(\bullet) > 0$, we can obtain a positive correlation between favorable treatment of public servants and labor supply, $dl/dy > 0$.

Hence, we infer that the incentive for voluntary retirement decreases under seniority criterion.

Given that the higher their aspiration is, the higher the percentage of continued employment becomes, as indicated by $d^2\rho/dl^2 > 0$, We can thus obtain $dl/dm > 0$; that is to say, increased incentive created through distinct motivation for application. Whether this augments the supply of public service is indicated by $d^2\rho/dl^2$.

Hypothetically, the screening cost of applicants for the public service examination is shown by 1 for the sake of simplicity, with local governments' maximized profitability indicated by $\text{Max } \Pi = P \cdot f[l(y; \psi m) - y - m]$.

P :price(constant), $f(\bullet)$:production function, ψ : parameter on the effectiveness of screening. The F.O.C of this problem leads to $y = y(\psi)$. Based on this formula we can predict that the amount of public servants' salaries exceeds that of public services provided as a result of inefficient screening procedures.

Using empirical models, we present the following analysis of the correlation between female public servants' consciousness and their continued employment.

2. Estimate model

In this section, based on the model analysis in the preceding section, factors that influence female public servants' intention of continued employment are analyzed using two-step estimation. First, with seven factors extracted using factor analysis in the preceding chapter, we examine the influence of the factors that are influential before entering employment (Table 5), and similarly do estimation by additionally adding the present factors, such as the level of employment satisfaction, into them (Table 6). The explanatory variables were, in addition to seven factors extracted in the analysis above, the years of continuous employment, the square of the years of continuous employment, and the birth order, which were narrowed down using the stepwise method based on Akaike Information Criteria (AIC)⁶⁾. The Probit model was used for estimation to use the following two-valued variables as explanatory variables: for the question about future career choice in the survey, selecting the choice that “I want to work as a public servant until the retirement age” or “I want to transfer to other public service” is regarded as “with” the intention and selecting the other choices is regarded as “without” the intention.

4. Estimation

Table 5 presents that Estimation 1 and Estimation 3 fit into the model more than Estimation 2 does and the influence of factors before entering employment (motivations for application) is more likely to engender the intention to continue to work in people in their first employment and people transferred from private enterprise to public service. In the model of people in their first employment, statistically significant coefficients are shown in the years of continuous employment, the birth order, and four orientations (privilege-oriented, public servant-oriented, local community contribution-oriented, and family oriented). In other words, when working as a public servant after graduation, the longer the people's years of continuous employment become, the

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greater was the number of people who have continued employment and the less they are likely to quit employment. This lower likelihood is attributable to the age limitation for taking the public servant employment tests (usually, around 30 years old for the category of university graduates). Such a tendency becomes stronger among firstborn children. Here, we regarded people who transferred from public service of the first employment to other public service as people who have continued employment, and re-estimated by separating only those who transferred from private enterprise to public service from a group of people who had been reemployed (Estimation 3). Results show that the pseudo-coefficients of determination showed greater improvement compared to Estimation 2, and significant results were obtained for continuous employment, the years of continuous employment by the years of continuous employment, the public servant-oriented, and the family oriented⁷⁾: among people who transferred from private enterprise to public service ($n=371$), the intention of continued employment is more likely to rise in the early years of continuous employment after transferring. Additionally, when transfer to public service is a dream or a life goal, or because of family matters, the number of people who want to work until retirement age increases. However, Estimation 2, which included people transferred between public service (public service to public service) ($n=81$), showed no significant results, except for the local community contribution-oriented and the family oriented⁸⁾.

Next, Table 6 (Estimations 4–6) presents results obtained when we added the following four variables as present factors and performed estimation: “satisfaction with the content of work”, “satisfaction with employment conditions”, “satisfaction with workplace environment”, and “being worthwhile”. Although the pseudo-coefficients of determination showed great improvement in Estimation 5 and Estimation 6, which were a group of people who had been reemployed, statistically significant results in the added variables were found in satisfaction with the content of work (Estimations 5 and 6) and satisfaction with employment conditions (Estimation 4). All of these effects

were negative, which had not been found in many previous studies, including studies by Tomita (2001), Takahashi and Nakagami (2007) and Takeishi (2009), but which does not mean that the reduction of the level of employment satisfaction raises the intention of continued employment⁹⁾. Rather, it can be interpreted that the high expectation for continued employment attributed to employment as a public servant raises the intention of employment continuation in people in their first employment while mitigating the hurdle (standard) for satisfaction with employment conditions, and people who had been reemployed are more likely to pursue employment continuation with lowering of the hurdle for satisfaction with the contents of work. However, certain limitations exist because of the data constraint for detailed examination of the alternative factors and the mechanisms that raise the intention of employment continuation in the course of which employment satisfaction decreases.

5. Conclusions

This paper presented an examination of how career choice factors and employment satisfaction of local public servants, who have a likelihood of long-term employment, influenced the continuation of employment among female public servants, using a Probit model with two-step estimation. Results of estimation by the job transfer cohort confirmed that, in a group of people in their first employment, the longer the person's years of continuous employment are, the greater the intention of continued employment, which is the finding that has been described in reports of previous studies. In addition to that, the results verified that the likelihood of continued employment increases in the case of entering employment because of family matters. However, results showed that in a group of people transferred, not only people who enter employment because of family-related factors but also people who perceive employment as a public servant as a life goal are often found among those who continued employment. However, based on the fact that significant results were not obtained regarding those who transferred

Table 5. Regulatory factors for employment continuation of public servants (before entering employment)

explanatory variable	Estimate1 Group of people in their first employment		Estimate2 Group of people who had been reemployed(all)		Estimate3 Group of people who had been reemployed (from private enterprise to public service)	
	marginal effect	t-value	marginal effect	t-value	marginal effect	t-value
(constant)	.309**	4.810	.301**	2.581	.067	.269
The years of continuous employment	.038*	2.416	.001	.148	-.185*	-2.203
The square of the years of continuous employment	.002	1.207	.002	.337	.013**	2.259
Birth order (first child)	.006*	2.329	-.001	-.043	-.216	-1.063
1) privilege-oriented	-.004**	-2.415	.006	.201	-.062	-.299
2) comfort/secure-oriented	.002	.906	-.002	-.273	.137	.522
3) public servant-oriented						
Local community	-.005*	-2.435	-.001	-.028	.733**	3.179
4) contribution-oriented	-.005*	-2.409	-.282*	-2.440	.170	.871
5) family-oriented	.017**	4.547	.015*	2.005	.520**	2.687
6) freedom-oriented	-.001	-.303	-.001	-.256	-.119	-1.068
7) other-oriented	-.001	-.373	-.002	-1.092	.013	1.301
Log likelihood		-479.616		-236.604		-121.437
Scaled R-squared		.130		.027		.141
N		953		452		371

Note: ***:p<0.001, **:0.001<p<0.01, * : 0.01<p<0.05

Table 6. Regulatory factors for employment continuation of public servants (before entering employment & at present)

explanatory variable	Estimate4 Group of people in their first employment		Estimate5 Group of people who had been reemployed(all)		Estimate6 Group of people who had been reemployed (from private enterprise to public service)	
	marginal effect	t-value	marginal effect	t-value	marginal effect	t-value
(constant)	-.108	-.739	.313*	1.979	.508*	2.536
The years of continuous employment	.006	1.874	-.001	-.193	.018**	2.671
The square of the years of continuous employment	.001	.543	.001	.101	-.002	-.762
Birth order (first child)	.079	.777	.242	1.726	-.175	-1.067
1) privilege-oriented	.099	.945	.080	.584	.220	1.183
2) comfort/secure-oriented	-.151	-1.411	-.169	-1.176	-.053	-.318
3) public servant-oriented						
Local community	-.001	-.022	-.296**	3.341	.316	1.894
4) contribution-oriented	.163	1.517	-.019**	-2.782	-.315	-1.894
5) family-oriented	.183	1.753	.405**	3.442	.431*	2.567
6) freedom-oriented	.039	.632	.032*	2.509	.299	1.756
7) other-oriented	-.001	-1.060	-.001	-.388	-.002	-.721
Satisfaction with the content of work	.004	1.270	-.236*	-2.044	-.221*	-2.209
Satisfaction with employment conditions	-.011*	-2.578	.013	1.706	.005	.516
Satisfaction with workplace environment	.001	.778	-.003	-.705	.020	.568
Being worthwhile	-.001	-1.060	-.001	-.388	-.002	-.721
Log likelihood		-465.596		-248.596		-181.263
Scaled R-squared		.039		.125		.265
N		953		452		371

Note: ***:p<0.001, **:0.001<p<0.01, * : 0.01<p<0.05

between public service (public servant to public servant) in a group of people who had been reemployed, the possibility can be pointed out, as Takahashi and Nakagami (2007) have indicated, that when making a choice of reemployment from private enterprise to public service, the likelihood of continued employment will rise because of sensitivity to risk.

At the same time, relative to the influence of employment satisfaction on continued employment, the results showed the opposite of what previous studies found: the effect of employment satisfaction encourages continued employment. Satisfaction with employment conditions and satisfaction with the content of work were significantly negative in the model of a group of people in their first employment and in two models of a group of people who had been reemployed. Effects were found by which the high expectation for continued employment derived from employment as a public servant lowers the hurdle for satisfaction with employment conditions in people in their first employment and pushes down the hurdle for satisfaction with the content of work in the group of people who had been reemployed. New findings presented herein suggest the importance of bold promotion of flexible ways of working according to individual needs in the workplace like public employment in which long-term employment is possible, with expanded measures for supporting women's continued employment.

However, with the continuation of employment, it is undeniable that the meaning of individual employment satisfaction might change and be replaced with alternative factors. To confirm such trends, adding new cohorts and repeatedly performing analysis are important, as well as expanding the sample size and extending the sample period.

This paper has presented an examination of whether awareness factors before entering employment and situations after entering employment significantly influence women's employment continuation, placing fact-finding in the center. Future study is necessary to create a theoretical model based on the results of these analyses and continuing empirical analysis, including relations with extrinsic factors such as social

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and economic changes.

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Note)

* I would like to thank Mr. Naoto Sato, but as always, any remaining errors are my own.

- 1) According to JIL (2000), awareness and reasons for choice of employment before employment scarcely influence the continuation period of the first employment. However, it cannot be said that the study rigorously analyzed the influences in the phase of entering employment by industry because the study contains a wide variety of samples: private enterprise 51.1%, NPOs (public offices, schools, hospitals) 39.8%, and one-man businesses 8.6%.
- 2) Some of previous studies have suggested that female labor markets are more amorphous than male(Simpson et al. 1982; Waite and Berryman 1986) For example, Nishikawa (2001) and Takeishi (2009) demonstrated that employment in NPOs and public offices was more likely to extend the period of the first employment. It has been confirmed that the environment which makes balancing work and home easier encourages the continuation of the first employment.
- 3) Studies from the perspective of the career development of public servants have not been conducted so actively. Osaka Shichoson Shokuin Kenshu Kenkyu Center (2006) states: "To date, public servants have been less aware of building a career. However, to have strategies how to design one's own way of life (career) at work or in private life will increase the importance in cultivating public servants with independent professional awareness in future." [in Japanese].
- 4) Kurosawa(2001) pointed out that mid-career workers' willingness to continued employment is higher than new graduates' one as at entry-level.
- 5) JIL(1997) confirmed that the type of continued employment tend to make a point of task and location instead of treatment.
- 6) As a result of setting the elimination level as 10%, three variables of "category of university graduation", "experience of job hunting", and "region" were eliminated.
- 7) Estimation using the data only of people transferred between public services were omitted because they did not show significant results. The breakdown of a group of people who had been reemployed is 18.0% for "public service to public service" and 82.0% for " private enterprise to public service". In the course of personnel exchange between the public and private sectors with the aims of fair administration of public affairs and organizational revitalization, the former has dramatically increased by three times in the past five years.
- 8) A similar estimation using data only of people transferred between public service (public service to public service) did not show statistically significant results also because of the small samples.
- 9) The tendency is shared by reports from Takeishi (2009) that all three indicators of employment

satisfaction were higher in a group of people in the first employment than in a group of people who had been reemployed. Furthermore, by gender, the employment satisfaction and the being worthwhile of male public servants were all below those of female public servants (a group of people who had been reemployed).

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