
Correlation Analysis and Factor Analysis of Japanese Staff Members Employed in the UN System

Kazuko YOKOYAMA

Abstract

This paper presents a correlation analysis and factor analysis of Japanese staff members employed in the UN System based on a survey conducted in 2003 on the career development of Japanese staff members. Through analyzing the correlations in the level of satisfaction in their work and various other factors, it was found that female staff members were performing their work at the same level as male staff members. It was also found that differences in their entry method to the UN System, i.e. mid-career (MC) group having worked in other organization(s) or internally promoted (IP) group appeared more significant than those between female and male staff members.

I Introduction

The number of Japanese who have resided outside Japan for three months or more exceeded one million in 2006⁽¹⁾. The larger portions of these people are employees of Japanese private companies. However, an increasing number of Japanese work in multinational corporations and international organizations including the United Nations (UN). More young and highly motivated Japanese are willing to take risks in developing their careers through working in an international environment.

Together with a colleague at Toyo Gakuen University in Japan, the writer conducted a survey in 2003 on the career development of Japanese who are employed in the UN system. This paper examines the result of the survey, including the correlation analysis and factor analysis of Japanese staff members employed in the UN System.

II Career survey of the Japanese staff employed by UN agencies and the component of respondents

2.1 Target group

There are various definitions on UN system. As shown in Table 1, 30 agencies are included in this research following the definition of Chief Executive Board for Coordination (CEB). Please note that the World Bank group is not included in this analysis since this group does not belong

to the UN Common System.

Japanese staff members whose contract duration was one year or longer were taken into account. Staff members in the professional and higher categories were included in the survey but staff members in the General Service category were excluded.

Table 1 30 Agencies in the UN Common System

1. United Nations

- a. Un United Nations*
- ICJ International Court of Justice
- ICS International Civil Service Commission
- b. Subsidiary Organs
- UNDP United Nations Development Programme
- UNFPA United Nations Population Fund
- UNOPS United Nations Office for Project Service
- UNHCR Office of the United Nations High Commissioner for Refugees
- UNICEF United Nations Children's Fund
- UNRWA United Nations Relief and Works Agency for Palestinian Refugees in the Near East
- UNU United Nations University
- WFP World Food Programme
- c. Joint Organs with other Agencies
- UNAIDS Joint United Nations Programme on HIV/AIDS
- ITC International Trade Centre

2. Specialized Agencies

- FAO Food and Agriculture Organization of the United Nations
- ICAO International Civil Aviation Organization
- IFAD International Fund for Agricultural Development
- ILO International Labour Organization
- IMO International Maritime Organization
- ITU International Telecommunication Union
- UNESCO United Nations Educational, Scientific and Cultural Organization
- UNIDO United Nations Industrial Development Organization
- UPU Universal Postal Union
- WHO World Health Organization
- WIPO World Intellectual Property Organization
- WMO World Meteorological Organization
- UNWTO World Tourism Organization

3. Other Agencies

- IAEA International Atomic Energy Agency
- ICAT International Center for Advanced Technical and Vocational Training
- PAHO Pan American Health Organization
- UNITAR United Nations Institute for Training and Research

* include major Organizations, Regional Commissions and other Commissions

2.2 Research Method

A total of 25 preliminary interviews were conducted in 2001 and 2002 focusing on those Japanese UN staff stationed in Geneva, New York and Tokyo. Based on these interviews, the question items were prepared for the survey.

2.3 Career Survey by E mail

Mailing a questionnaire to the relevant Japanese staff was originally planned for this survey. However, since the majority of staff members are working in developing countries where the postal service is not reliable, it was decided to conduct this survey by email.

A questionnaire consisting of 57 items both in English and Japanese was sent to 541 Japanese UN staff members employed by 23 UN agencies in June 2003. Prior to dispatching the questionnaire, an email had been sent to 741 Japanese staff members, which included an introduction of this survey, asking for their cooperation. Those who declined to participate in the survey or whose email addresses were wrong were deleted from the survey list.

Two hundred fifty staff members from 20 agencies replied to the questionnaire within two months. The response rate was 46%, which was considerably high compared with other ordinary surveys, thanks to the preliminary introduction by email and an email reminder informing them of the response rate by agency.

However, these two hundred fifty respondents included the following 80 staff members who can not be considered as career staff members in the UN System: 34 Associate Experts (AE) or Junior Professional Officers (JPO) who are junior experts and funded by the Japanese Government with a two year contract duration, 21 Young Professional Officers (YPP) who are employed as

Table 2 Average Features of 170 Japanese Respondents in the UN System

Number of Staff Members

	Total	Male	Female
Number	166*	79 (48%)	87 (52%)
Average Age	43	46	39
Average Grade	P—4	P—4, Step4	P—3, Step 5
Married Staff	110	66 (84%)	44 (51%)
Latest Academic Level			
PhD holder, Course completed	40 (26%)	22	18
Master Degree	98 (64%)	40	58
BA, BS	16 (10%)	11	5
Have Work Experience in Japan	134	67 (50%)	67 (50%)
Years of Work in Japan	7 years	9 years	4 years
Number of Countries Worked	2.4 countries	2.5 countries	2.3 countries

* 4 staff members did not provide the data on their sex.

trainees with limited contract duration and 25 regular staff members seconded from the Japanese Government. Thus, the final target group of analyses in this paper is 170, excluding the 80 staff members mentioned above.

The average features of Japanese staff members employed in the UN System are shown in Table 2.

As can be seen in Table 2, approximately the same percentage of male and female staff members answered the questionnaire, i.e., female 52% and male 48%.

The representation percentage of female staff members from the 190 Member States is 38%⁽²⁾. It may be said that the Japanese female staff members' representation in the UN System is significantly high.

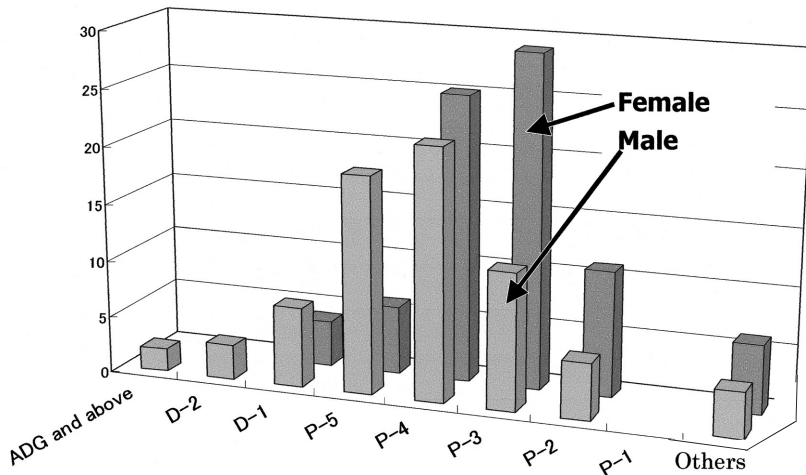


Figure 1 Grade distribution of staff members employed in the UN System

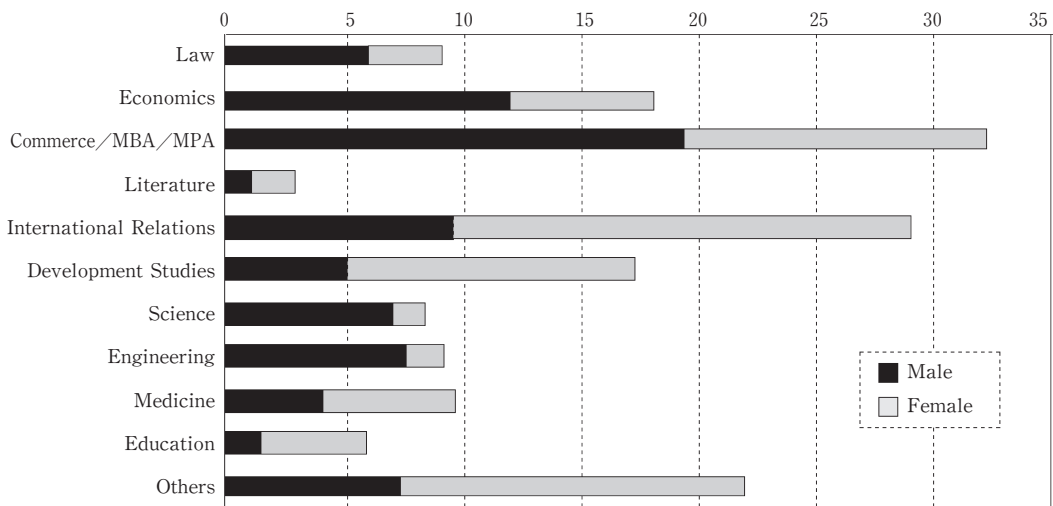


Figure 2 Specialized Field of Study Related to the Last Degree

The average grade level of the Japanese staff members surveyed is P-4. After reviewing the data, it was found that the grades of the respondents are widely distributed from the junior level to the senior level. Figure 1 shows the grade distribution between the male Japanese staff members and the female Japanese staff members.

As the table 2 shows, the average age of the respondents is 43: the average male is 46 years old and the average female 39 years old. It should be noted that 84% of the male staff members are married. On the other hand, approximately half of female staff (51%) are married. Although it was not possible to obtain the exact percentage of the married Japanese women in career tracks (Sogoshoku) employed in the private sector in Japan, the percentage of working women maintaining a work/life balance is still low in Japan. Thus one can say that the Japanese women employed in the UN System are maintaining both their work lives and family lives.

As for their last educational level, it is observed that there is no major difference between the male and female staff members. As shown in Table 2, 90% of the Japanese staff members hold a master's degree and approximately one-quarter of the staff members have either completed Ph.D. courses or hold a Ph.D.. It may therefore be said that highly educated Japanese professionals are working in the UN System. Also the breakdown of the specialized field of study related to the last degree is shown in Figure 2.

As shown in Table 2, the Japanese staff members surveyed had on average seven years of work experience in Japan before they started their work in the UN System. It should be noted that the male staff members had on average nine years work experience in Japan prior to their work in the UN System, which is twice that of the female staff members.

About duty stations, both the male and female Japanese staff members surveyed had experienced service in an average of 2.4 countries: the male 2.5 countries and the female 2.3 countries. Thus both the male and female staff members have applied for posts in other countries when they wish to be promoted and have experienced similar overseas assignments.

An overview of Table 2 shows that there is some degree of difference between the male and female Japanese staff members in age, marriage rate, years of work experience and average grade, but there is not any significant difference at the level of education, work experience in Japan and the number of duty station countries.

III Comparison of Staff Members by the Entry Method to the UN System

Since there are no significant gender disparities, the data was analyzed by the entry method of the Japanese staff members to the UN System, namely those recruited as junior officers and internally promoted (IP) and those recruited in mid-career through vacancy announcements and / or recruitment missions (MC).

Table3 Entry Method by Gender

		Male	Female	Total
MC (Mid career)	Through Vacancy Announcements	27	14	41
	Through Recruitment Missions	7	8	15
	Total	34	22	56
IP (Internally Promoted)	A/E · JPOs	22	37	59
	UN Competitive Exams	6	14	20
	YPP (Young Professional Program)	5	6	11
	Total	33	57	90
	Others	13	8	21
	Grand Total	80	87	167

As shown in Table 3, the male staff members consist of the IP and the MC groups equally. You will see that over 70% of female staff members who took entry level exams and have been promoted internally within the UN System are in the IP group.

The correlations of job satisfaction (JS), satisfaction in living at the duty station (LS) and overall satisfaction (OS) between the IP and MC group were calculated to analyze the characteristics of staff members by entry method.

There were 55 Japanese respondents who were recruited in mid-career (MC) and this represents one third of the total respondents. On the other hand, there were 91 Japanese respondents who were recruited at the junior level through A/E · JPO exams or the UN competitive exams and were internally promoted (IP). This group represents two thirds of the total number of respondents.

After analyzing the data, it was found that no significant characteristics appeared in the IP group but there were some significant differences in the MC group. The major findings are as follows:

- Both the MC and the IP groups show a high correlation in overall satisfaction (OS) (MC: 0.79, IR:0.81).
- Overall satisfaction (OS) is influenced more significantly by job satisfaction rather than by satisfaction in living at duty station (LS).
- Salary influences Japanese staff members in the IP group more than those in the MC group.
- In the MC group, the less they changed jobs in Japan, the more they show a high level of job satisfaction (JS,- 0.38), satisfaction in living life at the duty station(LS,0.50) and overall satisfaction (OS, -0.54).
- In the MC group, the more they were satisfied at work in Japan, the more they show a high

level of satisfaction in all categories, i.e. JS (0.36), LS (0.34) and OS (0.39).

- In the MC group, the more they changed jobs in Japan, the more they tend to change agencies within the UN System (0.39). On the other hand, the Japanese staff members in the IP group have hardly experienced any inter-agency transfers within the UN System (0.02).
- The Japanese staff members in the MC group do not put as much importance on the fringe benefits of the UN System. The correlation between the overall satisfaction and the fringe benefits is -0.11. On the contrary, the Japanese staff members in the IP group show a high correlation between the satisfaction in living at the duty station (LS) and fringe benefits (0.30).
- The longer staff members in MC group worked in the UN System, the more they wish to continue to work within the UN System until their mandatory retirement age. This can be confirmed as the correlation is 0.31 between the duration of work in the UN System and the mandatory retirement age.
- The Japanese staff members in the MC group, in particular senior staff members within the MC group, think that the salary they receive in the UN System is low, compared with that in Japan. This reflects the fact that the salary level in the UN System is determined by their performance in relation to their job description at the relevant post grade without considering incumbents' age factor. However, age still plays a significant factor in Japanese salary calculation in Japan.
- The grade level of the Japanese female staff members employed in the UN System is low in both the MC and the IP group compared with that of male staff members. The correlation between both sexes is -0.38 in the MC group and -0.28 in the IP group.
- The female Japanese staff members in the MC group show that they have transferred to other organizations within the UN System more frequently than the male Japanese staff members in the MC group and those in the IP group. This is indicated by the correlation of 0.35 between sex and the number of agencies worked.

The data in Table 4 shows that the Japanese staff members in the IP group are more satisfied with work at the UN and life at their duty stations than the MC group. This is shown in the fact that the staff members in the IP group show higher job satisfaction and the satisfaction in living at the duty station than those in the MC group. This means that staff members in the IP group receive a certain level of satisfaction in their work and in living since they do not have relevant comparable work experience in other organizations. On the contrary, the Japanese staff members in the MC group seemed to have started their work in the UN System with a high determination

as well as high ambitions. The staff members in the MC group do not place as much importance on salary or fringe benefits in the UN System since they know how much they can earn in other organizations outside the UN System.

Staff members cannot be promoted unless they apply for higher graded posts in the UN System. Table 4 also indicates that the male Japanese staff members in the IP group and the female Japanese staff members in the MC group actively apply for other posts within the UN System, making efforts for their career advancement.

Table 4 Correlation Matrix of Entry Method between MC and IP

	Entry Method	Years of Service	No. of changing jobs	Satisfaction at previous job	Entry age	Job Satisfaction	Change of work hours	Salary	Comparison of salary	Fringe Benefits	Satisfaction in living	Overall satisfaction	Work until retirement age	Grade	No. of Agencies	No. of posts experienced	Years in UN System	Gender	Age	Duty Station	
Years of Service	1	1.00																			
	2	1.00																			
Times. changed jobs	1	0.06	1.00																		
	2	-0.03	1.00																		
Satisfaction at prev. job	1	0.17	-0.18	1.00																	
	2	0.02	0.15	1.00																	
Entry age	1	0.67	0.05	0.14	1.00																
	2	0.23	0.17	0.08	1.00																
Job Satisfaction	1	-0.10	-0.38	0.36	-0.21	1.00															
	2	0.04	0.11	-0.05	-0.09	1.00															
Change work hours	1	-0.04	0.34	-0.32	-0.02	-0.03	1.00														
	2	-0.06	0.08	-0.07	-0.01	-0.08	1.00														
Salary	1	-0.28	0.15	-0.17	-0.27	-0.05	-0.05	1.00													
	2	-0.25	0.06	0.01	-0.14	0.27	-0.19	1.00													
Comparison of salary	1	0.01	0.08	-0.17	-0.14	0.00	-0.06	0.50	1.00												
	2	-0.27	0.09	-0.02	-0.25	0.07	-0.07	0.67	1.00												
Fringe Benefits	1	-0.11	0.22	-0.08	-0.17	-0.09	-0.02	0.44	0.58	1.00											
	2	-0.15	-0.05	-0.11	-0.06	0.06	0.00	0.50	0.30	1.00											
Satisfaction in living	1	-0.14	-0.50	0.34	-0.10	0.33	-0.37	0.44	0.19	0.01	1.00										
	2	-0.24	-0.02	-0.07	-0.10	0.31	-0.26	0.48	0.24	0.30	1.00										
Overall satisfaction	1	0.05	-0.54	0.39	-0.08	0.79	-0.07	0.28	-0.02	-0.11	0.49	1.00									
	2	-0.03	-0.05	-0.06	-0.14	0.81	-0.11	0.42	0.14	0.15	0.34	1.00									
Cont. until retirement	1	-0.17	-0.24	0.31	-0.09	0.18	0.07	0.01	-0.36	-0.23	0.09	0.34	1.00								
	2	0.08	-0.06	-0.17	-0.05	0.22	0.18	0.30	0.05	-0.09	0.09	0.24	1.00								
Grade	1	0.24	-0.12	0.16	0.01	0.12	0.18	-0.12	-0.04	-0.16	0.04	0.08	0.14	1.00							
	2	0.18	-0.29	-0.06	-0.13	0.31	0.07	-0.19	-0.16	-0.14	-0.03	0.27	0.01	1.00							
Number of Agencies	1	-0.22	0.39	0.04	0.06	-0.24	-0.08	-0.09	-0.11	0.10	-0.26	-0.38	-0.22	-0.17	1.00						
	2	-0.04	0.02	-0.09	0.10	0.12	0.03	-0.14	0.04	0.01	0.02	0.12	0.12	0.04	1.00						
Number of posts held	1	-0.49	-0.02	-0.13	-0.51	0.13	0.44	0.12	0.03	-0.03	0.04	-0.04	0.08	0.27	0.09	1.00					
	2	-0.12	-0.04	-0.25	-0.13	0.29	0.25	0.07	0.05	-0.02	-0.10	0.28	-0.15	0.58	0.09	1.00					
Years in UN System	1	-0.39	-0.09	0.08	-0.53	0.18	0.34	0.07	-0.17	-0.08	0.23	0.15	0.31	0.36	-0.10	0.72	1.00				
	2	0.06	-0.18	-0.23	-0.28	0.09	0.23	0.05	-0.03	-0.13	-0.01	0.13	0.10	0.70	0.02	0.49	1.00				
Sex	1	-0.43	0.20	-0.26	-0.34	0.04	0.08	0.09	0.17	0.20	0.07	-0.09	-0.17	-0.38	0.35	0.09	0.11	1.00			
	2	-0.19	-0.11	-0.08	-0.19	-0.05	0.20	-0.10	0.16	0.32	0.22	-0.05	0.07	-0.28	-0.05	-0.21	-0.21	1.00			
Age	1	0.28	-0.07	0.32	0.28	0.09	0.38	0.40	-0.36	-0.17	0.11	0.10	0.25	0.53	-0.10	0.35	0.55	-0.37	1.00		
	2	0.25	-0.04	-0.08	0.11	0.08	0.14	0.19	-0.17	-0.15	-0.07	0.03	0.03	0.72	0.16	0.44	0.83	-0.35	1.00		
Duty Station	1	0.03	0.55	-0.09	0.22	-0.30	0.26	-0.24	-0.06	0.05	-0.42	-0.36	-0.06	-0.23	0.28	-0.08	-0.28	0.02	-0.01	1.00	
	2	-0.01	0.31	0.06	0.29	0.09	-0.02	-0.21	-0.05	-0.16	-0.25	0.09	0.00	-0.09	0.15	0.02	-0.14	-0.17	-0.03	1.00	

Note: In the column of Entry Method, 1 indicates Mid career (MC) group and 2 indicates Internally promoted (IP) group.

IV Correlation Analysis between Male and Female Japanese Staff Members

As shown in Table 2, the ratio of the Japanese respondents in the questionnaire is approximately equal between the male and female Japanese staff members. When the data was analyzed, it was found that there are more differences by the entry method to the UN System as mentioned in III “Comparison of Staff Members by the Entry Method to the UN System”. This can be understood to indicate that the female Japanese staff members have been given opportunities equally with male staff members in the gender-free workplace.

The following characteristics were found after examining the correlations between the male and female Japanese staff members.

- In the case of the female Japanese staff members, the correlation between the job satisfaction (JS) and the satisfaction in living (LS) is high (0.47). On the contrary, in the case of the male Japanese staff members, the correlation is low (0.15).
- The female staff members who have experienced many posts within the UN System have high JS (0.41).
- The satisfaction in living (LS) of the male Japanese staff members located in developing countries is extremely low. Female Japanese staff members seem to be more curious and enjoying their lives in developing countries. It may be noted that female staff members show higher satisfaction in living at the duty stations in developed countries than those in developing countries.
- Female Japanese staff members tend to work for a longer period in the UN System when they work in developed countries. This can be proved by observing that the correlation between the country of duty station and the length of work within the UN System is -0.31.
- Female Japanese staff members show a higher correlation (0.60) between the grade and the number of posts experienced after having entered in the UN System than male staff members (0.35). There may be more Japanese male staff members in the MC group who were appointed at a higher graded post. However, the majority of female staff members are in the IP group. Thus more Japanese female staff members are promoted gradually, applying for one grade higher post.
- The satisfaction in living at the duty stations of the male Japanese staff members is high, as their average working hours drastically decrease (-0.34) after having started their work in the UN System. On the other hand, the decrease of working hours has not influenced the Japanese female staff members.

Table 5 Correlation Matrix between the Japanese Female Staff Members and the Japanese Male Staff Members

	Gender	Years of Service	No. of changing jobs	Satisfaction at previous job	Entry age	Job Satisfaction	Change of work hours	Salary	Comparison of salary	Fringe Benefits	Satisfaction in living	Overall satisfaction	Grade	No. of Agencies	No. of posts	Years in UN System	Age	Duty Station	
Years of Service	1	1.00																	
	2	1.00																	
Times changed jobs	1	0.03	1.00																
	2	0.48	1.00																
Satisfaction at prev. job	1	0.11	0.03	1.00															
	2	-0.05	0.03	1.00															
Entry age	1	0.77	0.12	0.10	1.00														
	2	0.34	0.26	0.14	1.00														
Job Satisfaction	1	0.00	0.08	0.18	-0.11	1.00													
	2	-0.20	-0.26	-0.01	-0.15	1.00													
Change work hours	1	-0.06	0.24	-0.32	-0.09	0.11	1.00												
	2	-0.11	0.08	-0.03	0.05	0.01	1.00												
Salary	1	-0.15	0.02	-0.01	-0.12	-0.16	0.06	1.00											
	2	-0.12	0.02	-0.10	-0.09	0.28	-0.12	1.00											
Comparison of salary	1	0.11	0.16	-0.09	-0.01	0.07	0.11	0.65	1.00										
	2	-0.26	-0.12	-0.15	-0.35	0.12	-0.12	0.60	1.00										
Fringe Benefits	1	0.10	0.09	-0.09	0.00	-0.05	0.17	0.41	0.33	1.00									
	2	-0.02	0.04	-0.11	-0.03	0.14	-0.10	0.33	0.30	1.00									
Satisfaction in living	1	-0.04	-0.28	0.08	-0.06	0.15	-0.34	0.43	0.23	0.23	1.00								
	2	-0.16	-0.22	0.04	-0.01	0.47	-0.17	0.38	0.24	0.19	1.00								
Overall satisfaction	1	0.02	-0.13	0.06	-0.13	0.81	0.11	0.22	0.07	-0.02	0.33	1.00							
	2	-0.22	-0.35	0.06	-0.19	0.81	0.01	0.34	0.22	0.20	0.45	1.00							
Grade	1	0.23	-0.35	0.04	0.02	0.24	0.18	-0.13	-0.10	0.04	0.15	0.28	1.00						
	2	0.19	0.02	-0.11	-0.04	0.25	0.24	0.13	0.01	-0.01	0.01	0.16	1.00						
Number of Agencies	1	-0.25	0.06	-0.14	-0.08	0.13	0.18	0.06	0.11	-0.17	-0.16	0.07	-0.02	1.00					
	2	-0.03	0.15	-0.02	0.07	-0.08	-0.01	-0.01	-0.14	0.05	-0.07	-0.05	0.05	1.00					
Number of posts	1	-0.46	-0.07	-0.19	-0.45	0.17	0.46	0.07	-0.04	0.08	0.00	0.23	0.35	0.23	1.00				
	2	-0.27	-0.17	-0.25	-0.31	0.41	0.27	0.21	0.27	0.04	0.07	0.29	0.60	0.02	1.00				
Years in UN System	1	-0.41	-0.10	-0.09	-0.50	0.15	0.35	0.03	-0.05	0.06	0.15	0.24	0.41	0.14	0.63	1.00			
	2	-0.04	-0.22	-0.19	-0.32	0.19	0.31	0.11	0.08	-0.13	0.20	0.20	0.60	-0.04	0.54	1.00			
Age	1	0.37	-0.14	0.05	0.29	0.09	0.31	-0.21	-0.17	0.03	0.07	0.15	0.65	0.07	0.28	0.58	1.00		
	2	0.27	0.15	-0.06	0.26	0.07	0.29	0.09	-0.09	-0.02	0.14	-0.01	0.67	0.05	0.37	0.72	1.00		
Duty Station	1	-0.15	0.48	-0.14	0.02	0.04	0.20	-0.24	-0.14	-0.14	-0.40	-0.04	-0.31	0.25	0.08	-0.05	-0.09	1.00	
	2	0.13	0.18	0.13	0.24	-0.04	-0.02	-0.03	-0.04	-0.16	-0.25	-0.01	-0.12	0.20	-0.14	-0.31	-0.20	1.00	

Note: In the column of Gender, 1 indicates male and 2 indicates female.

What we found in the correlation analysis is that female Japanese staff members are working hard in the environment free from gender discrimination. Female staff members get a high level job satisfaction (JS), experiencing many posts including inter-agency transfers in the UN System. Besides, female Japanese staff members show more flexibility in handling problems of their living at the duty stations in developing countries. This fact suggests that Japanese companies should give female staff members more opportunities to work at their overseas offices in developing countries.

V Factor Analysis of the Japanese Staff Members

A factor analysis was carried out using 26 items shown in Table 6 in order to find characteristics of the Japanese staff members employed in the UN System. As with the condition of more than one Eigen value, eight factors were identified by the factor analysis. The eight factor groups

Table 6 Eight Groups Identified through Factor Analysis

	1	2	3	4	5	6	7	8
Years of Service	-0.763	0.246	0.241	0.272	0.100	0.213	0.119	0.071
No. of Changing Jobs (1-7)	-0.258	-0.178	-0.429	0.367	0.560	-0.165	0.015	0.014
Satisfaction at Previous job(1,0)	-0.121	0.267	0.407	0.052	-0.266	-0.477	0.213	0.222
Age at Preparation (1-8)	-0.685	0.287	0.392	0.047	0.084	0.206	0.093	0.091
Entry Age (1-7)	-0.777	0.134	0.326	0.120	0.307	0.100	-0.036	0.127
Entry Method (1: MC 2: IP)	0.099	0.309	0.323	0.351	0.099	-0.015	-0.139	-0.234
Job Satisfaction(1-5)	0.481	0.131	0.498	-0.059	0.202	-0.356	-0.002	0.236
Work Hours Changed (1-7)	0.355	0.254	-0.270	0.066	0.524	0.051	0.489	-0.056
Salary (1-5)	0.620	-0.422	0.167	0.398	-0.016	0.199	-0.216	0.096
Salary Comparison (1-7)	0.363	-0.371	0.039	0.517	0.124	0.424	0.036	0.238
Salary Change (1-7)	0.526	0.037	0.244	0.323	0.043	0.153	0.075	-0.201
Fringe Benefits (1-5)	0.453	-0.124	0.122	0.542	0.134	-0.064	0.029	-0.203
Satisfaction in Living (1-5)	0.437	-0.194	0.482	0.174	-0.125	-0.104	-0.247	0.182
Overall Satisfaction (1-5)	0.589	0.107	0.571	-0.196	0.003	-0.138	0.051	0.235
Work to Retirement Age (1,0)	0.348	-0.027	0.172	-0.320	0.169	0.348	0.481	0.280
Get job in Japan (1,0)	-0.150	0.149	-0.513	0.278	-0.281	-0.002	-0.202	0.540
Grade (1-8)	-0.005	0.843	0.198	0.153	0.013	-0.050	0.040	-0.022
No. of Agencies (1-6)	0.283	-0.025	0.256	-0.271	0.369	0.296	-0.468	-0.076
No. of Posts	0.587	0.587	-0.178	-0.087	0.227	-0.148	-0.138	-0.057
No. of Countries	0.499	0.452	-0.283	-0.288	0.382	-0.155	-0.125	-0.017
Years of Service (1-5)	0.482	0.315	-0.415	0.131	-0.403	0.162	0.085	0.179
Years in UN System (1-5)	0.632	0.599	-0.293	0.011	-0.185	0.187	-0.035	0.062
Sex (1: Male 2: Female)	0.416	-0.605	0.050	-0.166	0.046	0.043	0.360	0.079
Age	-0.119	0.851	0.091	0.135	0.054	0.344	-0.032	0.115
Education Level (1-4)	-0.011	-0.008	-0.174	0.586	0.153	-0.479	0.134	0.090
Duty Station (1: Developed Country, 2: Developing Country)	-0.192	-0.218	-0.173	-0.205	0.542	-0.073	-0.265	0.451
Individual Contribution %	20.4	14.2	9.9	7.8	7.0	5.5	4.6	4.1
Accumulative Contribution %	20.4	34.6	44.6	52.5	59.5	65.0	69.6	73.8

are shown in Table 7 and they can be interpreted as follows:

The first factor group is “Young, career-oriented female.” The main characteristics of this group are that they are female, that they started working in the UN System when they were young and their grade level is relatively low. This group can be considered as staff members in the IP group, who joined the UN System through AE exams or the UN competitive exams. This group indicates high scores in the job satisfaction (JS), the satisfaction in living (LS) and the overall satisfaction (OS). This group also indicated a high score on the fringe benefits in the UN System. Therefore one can say that staff members in this group decided to work for the UN, made their career plan while young, made efforts to achieve their dreams and made their dreams come true. Consequently, they are satisfied with their present work and life in the UN System.

The second factor group is “Male, mid-career (MC) on a higher graded post.” The characteristics of this group are that they are male, that their grade is high, that they are senior, that they had a long work experience in Japan and their entry to the UN System is mid-career (MC). Staff members in this group are not content with the present work and life at the duty station. The overall satisfaction in this group is very low, i.e. 0.107. This group is not satisfied with salary or fringe benefits. It should be noted that the grade level of this group is high and staff members in this group are considering returning to Japan and getting a job in Japan if they have an appropriate opportunity.

The third factor group is “Going my way.” The staff members in this group are happy with the present work and life at the duty station. The level of the job satisfaction (JS), the satisfaction in living (LS) and the overall satisfaction (OS) of this group are all high. However, as the staff members in this group are satisfied with their present life style, they do not have a strong wish to get promoted by applying for a higher graded post in other countries or other organizations even within the UN System. As the staff members in this group are satisfied with their present work and life, they wish to continue to work for the organization until their mandatory retirement age. They do not have plans to return to Japan and get a job in Japan.

The fourth factor group is “Male, highly educated.” The characteristics of this group are that they are male, they are neither senior nor junior and their education level is very high (0.56). It is assumed that they are Ph.D. holders. They work at the headquarters in the developed countries. These staff members do not plan to continue to work until mandatory retirement in the UN System and are prepared to get a job in Japan or in other appropriate countries if there is a good opportunity for their career development. It may be noted that this group hardly made any inter-agency transfers or changes in their duty stations in developed countries.

The fifth factor group is “Happy in developing countries.” Although the satisfaction in living

(LS) is low, the job satisfaction (JS) is positive. This indicates that the staff members in this group are satisfied with work and life in developing countries. As they changed their countries of duty station very often, it is assumed that they work for humanitarian agencies which have a rotation policy. Staff members in this group wish to continue to work in the UN System until they reach mandatory retirement age. They do not have any plans to work in Japan.

The sixth factor group is “Complaining.” The two main characteristics of this group are that their education level is low (-0.479) and that they are relatively old. It is assumed that they have a BA only. A master’s degree was not necessarily required a few decades ago, although a master’s degree is at present a minimum requirement for junior staff members. Besides, education level is a very important factor for any selection, promotion and transfer in the UN System. This means that the staff members in this group have not been treated favorably in any selection processes which they might have applied for in the past. Hence they tend to complain about everything. In fact, the job satisfaction (JS), the satisfaction in living (LS) and the overall satisfaction (OS) are all negative. Although they are not happy, they wish to continue to work until mandatory retirement age in the UN System. Also, the staff members in this group were not satisfied with work in Japan prior to working in the UN System.

The seventh factor group is “Female admin.” The characteristics of this group are that they are female, that they work at the headquarters in developed countries and they work in the field of administration such as Personnel or Finance. Staff members in this group show low scores in the job satisfaction (JS) as well as the overall satisfaction (OS), although their scores are positive. Besides, although the staff members in this group live in the developed countries, the score of the satisfaction in living at the duty station (LS) is negative. They consider their salary low and they think that their working hours have increased. Staff members in this group are also not satisfied with the present work but they would neither like to apply for a position in other countries nor wish to return to Japan and get a job. Although they are not satisfied with the present work and life, they wish to continue to work in the UN System until their mandatory retirement age.

The eighth factor group is “Indecisive in developing countries.” Staff members in this group are working in developing countries, like those in the fifth group, but the staff members in this group are older than those in the fifth group. As the staff members in this group show the positive scores in the job satisfaction (JS), the satisfaction in living at the duty station (LS) and the overall satisfaction (OS), it may be said that staff members in this group are satisfied with the present work and life in developing countries. However, they are seriously considering returning to Japan and getting jobs in their home country. The score of those who check “returning to Japan” is 0.54, which is the highest among the eight groups.

Table 7 Eight Factor Groups

Factor	Group Name
1	Young, career-oriented female group
2	Male, mid-career (MC) on a higher graded post group
3	Going my way group
4	Male, highly educated group
5	Happy in developing countries group
6	Complaining group
7	Female admin group
8	Indecisive in developing countries group

The general image of the staff members employed in the UN System would be a group of professionals where Japanese female staff members work energetically and devote themselves to their work to prove their competence. This image may be so different from that of the Japanese staff members employed in ordinary Japanese companies.

However, the above factor analysis proved that there are mixtures of different groups, including “The Young, career-oriented female” group, “Male in the mid-career (MC) group on higher graded posts” group, and so forth. One might easily find similar kinds of people in Japanese companies, although the general practices are different at workplace.

VI Conclusion

This paper aims at analyzing satisfaction levels of Japanese staff members employed in the UN System. By analyzing the data, it was found that the female Japanese staff members are performing their work at the same level as the male Japanese staff members. On the other hand, it was found that the entry method to the UN System, i.e. by the MC or the IP group, explains the characteristics of the Japanese staff members more clearly than characteristics by gender.

Through the factor analysis, it was found that there is a mixture of different groups of Japanese staff members in the UN System. From the analysis made in V. “Factor Analysis of the Japanese Staff Members”, we can summarize that we could easily find similar groups in Japanese private corporations.

Nowadays, many Japanese companies have been recruiting staff members not only by the internally promoted method (IP) but also by the mid-career method (MC). The analysis done in this research suggests that human resources management focused on the mid-career staff members be highlighted in Japanese companies. Also, female Japanese staff members should be utilized more in overseas business especially in developing countries.

Notes

- (1) The number of Japanese residing outside Japan was 1,063,695 as of October 7, 2006. <http://www.mofa.go.jp/mofaj/toko/tokei/hojin/07/index.html>
- (2) Calculated from Table 1A and Table 1C of Personnel Statistics 2005_CEB_Personnel Statistics.pdf Data effective 31 December 2005.

References

- Anker, Richard, *Gender and jobs—Sex Segregation of Occupations in the World*. Geneva: International Labor Office. 1998
- International Labor Office, *Breaking through the Glass Ceiling: Women in management*. Geneva: International Labor Office. 1997.
- Lin Lin Lean. *More & better jobs for Women — Action Guide*. Geneva: International Labor Office. 1996.
- Nagai Hirohima. “*Comparison of Cross-Cultural Adjustments between Japanese and American Expatriates*.” *AIBS*, 2002.
- Perlmutter H.V.. “The Tortuous Evolution of the Multinational Corporation” *The Colombia Journal of World Business* January-February 1969
- Sano Yoko. *Frontiers of Japanese Human Resource Practices*. Tokyo: The Japan Institute of Labor. 1997.
- The World Bank. *Toward Gender Equality — The Role of Public Policy*. Washington D.C.: the World Bank. 1995.
- Yokoyama Kazuko. “Affirmative Action Programs in the United Nations and their application in Japan.” *Bulletin of Toyo Gakuen University No.7*, March 1999.
- Yokoyama Kazuko. “Survey of Japanese Staff Members Employed in the UN System.” *Bulletin of Toyo Gakuen University No.14*, March 2006.
- Other cross tabulations prepared by different criteria are shown in <http://www.ba.tyg.jp/~yokoyama/index Eng.html>

