



新型コロナウイルスと強制的な在宅勤務：男性労働者の主観的幸福感、新しい男性の役割への意識、および仕事のパフォーマンスへの影響

The Coronavirus and Mandatory Telework from Home: Effects on Regular Workers' Subjective Well-being, New Male Roles, and Job Productivity

研究代表者：マニエー渡邊 レミー（筑波大学ビジネスサイエンス系）

共同研究者：ベントン キャロライン（筑波大学理事）

内田 亨（新潟国際情報大学）

オルシニ フィリップ（日本大学）

マニエー渡邊 馨子（ハーバード大学）

1) 研究期間

短期集中型（2020年5月～10月）

2) 応募時の目的・目標・達成イメージなど

This exploratory paper examines attitudes and practices concerning the COVID-19 pandemic, as well as some of the effects of mandatory teleworking from home in the wake of the resulting state of emergency orders in Japan. A survey of married regular employees retrospectively assessed changes in work style, new male and gender roles, subjective well-being, work-family conflict, and job performance before and during forced teleworking from home in the Tokyo and surrounding areas.

The COVID-19 pandemic is affecting all aspects of everyday life. The population has had to adjust to the new normal, which is causing a tremendous amount of disruption and stress. In Japan, the national government enacted Special Measures for Pandemic Influenza and New Infectious Diseases Preparedness and Response on April 7, 2020, which declared a state of emergency throughout the country. It ended on May 5, 2020 in the Kanto region. Employees who work in offices were suddenly and very strongly encouraged to stay at home and work remotely. This unprecedented event has shaken the basis upon which employees' working environment have been negotiated and accepted. Furthermore, working from home is not only causing disruption in employees' work and working conditions, but also in employees' home environment including their relationships with their spouse and other family members.

While telework is not new, most people experiencing it today in Japan were thrust into it without having chosen to do so. This large-scale experiment has seen millions of people provide services, produce content, organize meetings, teach courses and more from home.



However, this transition from occasional telework to generalized telework reveals certain limits (Dowek, 2020): the massive use of digital tools only imperfectly compensates for physical presence in the workplace. First, telework is appropriate only for those who deal more directly with knowledge rather than material assets. Second, telework is less suited to building trust and collaborative relationships. Third, telework without prior experience or training requires more work than working from the office; many small questions once resolved by a quick oral interaction are now answered after an exchange of numerous messages, which require additional efforts stemming from asynchronous communication and remote work (Rodier, 2020). Fourth, forced and pervasive telework can negatively affect employee motivation and create tensions with other family members at home (WorkAnywhere, 2020). Fifth, the majority of employees do not have a dedicated and appropriate workspace at home. This is a real and dire problem in the Tokyo metropolis and its surrounding areas with their generally smaller homes (Scarr et al., 2020). Sixth, younger and less-experienced employees who need more supervision can be especially vulnerable to (WorkAnywhere, 2020).

On the other hand, a recent survey of 2,000 people 18 and older in Japan by Jiji Press conducted in May 2020 revealed that 70% of respondents are in favor of telework even after the pandemic ends (Japan Times, 2020). Positive consequences of telework were reported to be reduced stress from the absence of commuting (68%), being able to live and work from areas with lower housing costs (51%), being able to work and care for family members at the same time (48%), and less time spent on unproductive overtime (42%). Negative effects of telework included work that has to be done at the office (72%), reduced closeness with work colleagues (39%), difficulties communicating with bosses and coworkers (36%), being bothered by children and family during work (30%), and higher utility and food costs (30%).

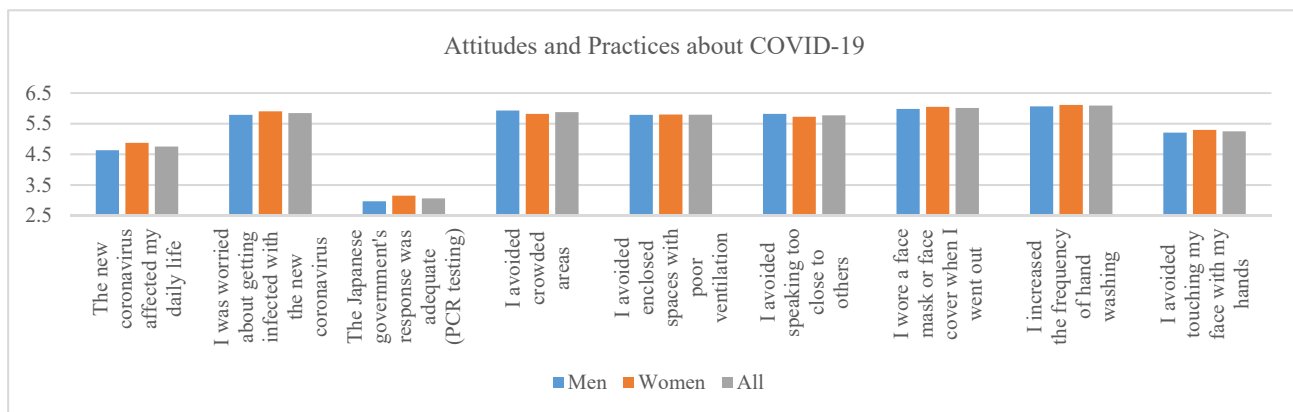
This report provides an analysis of the quantitative findings of a web-based survey on how imposed teleworking from home has affected regular employees' personal and professional lives. The next section describes key concepts, followed by the methodology, results and discussion, and last a conclusion summarizing our findings.

3) 本プログラムで実施した研究の内容と成果

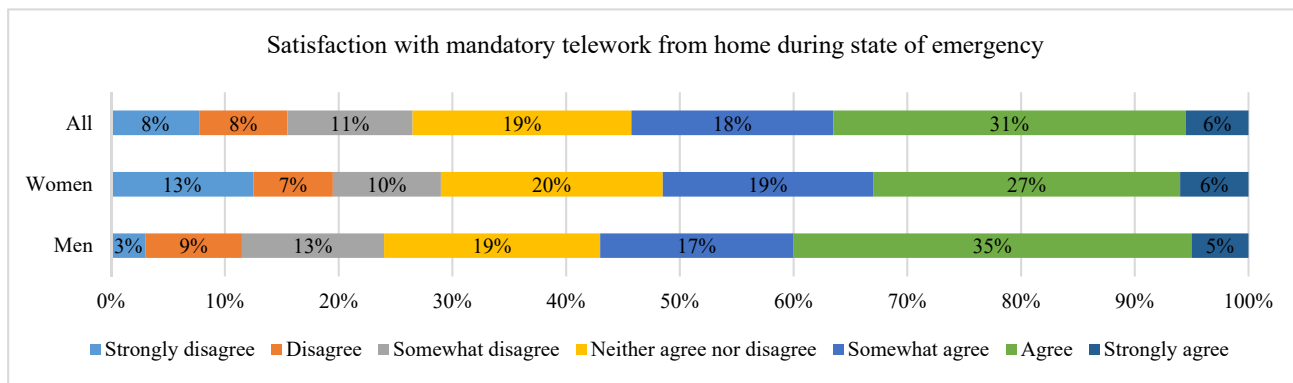
Regular employees report being very anxious about COVID-19 and fear getting infected, they have in turn thoroughly internalized and implemented government-recommended hygiene practices. About half of respondents (54%) were satisfied with mandatory telework from home, while about a quarter (27%) was not. Two thirds of surveyed regular employees (68%) desire to continue telework after COVID-19, and most 3 days per week (23%), 2 days a week (17%), or 5 days a week (17%).



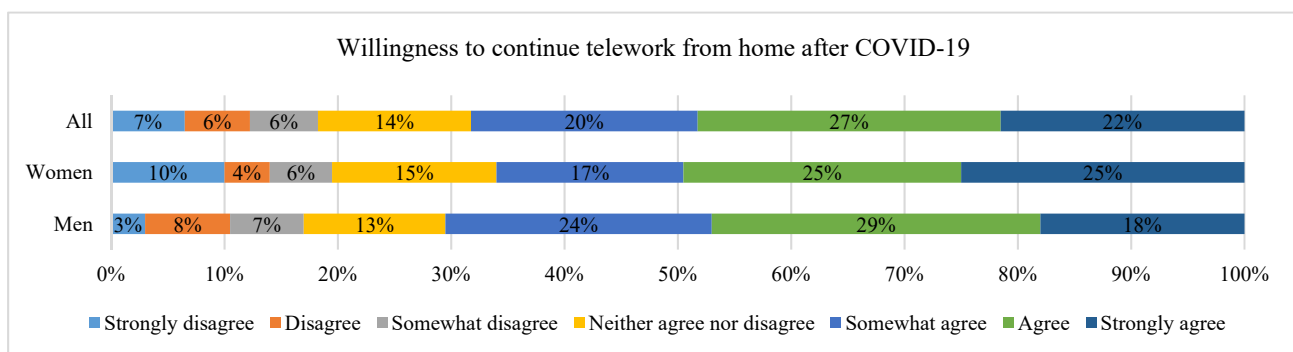
We found that work styles, emerging modern male roles and gender role attitudes had not been affected, suggesting that barely 2 months at home did not have a lasting effect on deeply-held beliefs and practices. Work-family conflicts related to time and stress declined for both men and women. Both genders stated their satisfaction with social life had decreased, with men also reporting a drop in satisfaction with their economic situation and women with their health and family conditions. All dimensions of job performance worsened as well, conscientiousness and task performance for men, and altruism and conscientiousness for women.

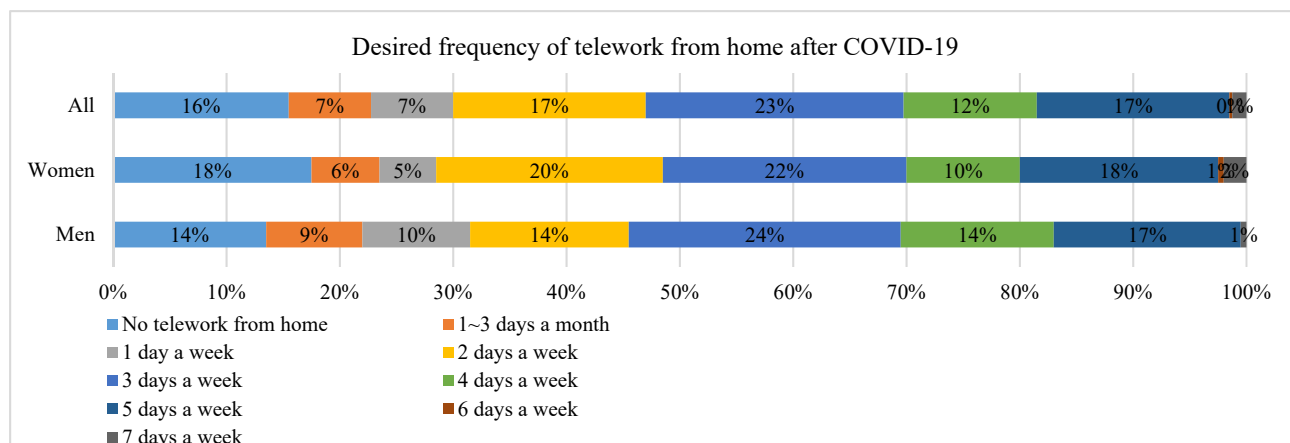


- Regular employees reported being very anxious about COVID-19, feared getting infected, and disapproved of the government's response
- But they internalized and implemented government-recommended hygiene practices.

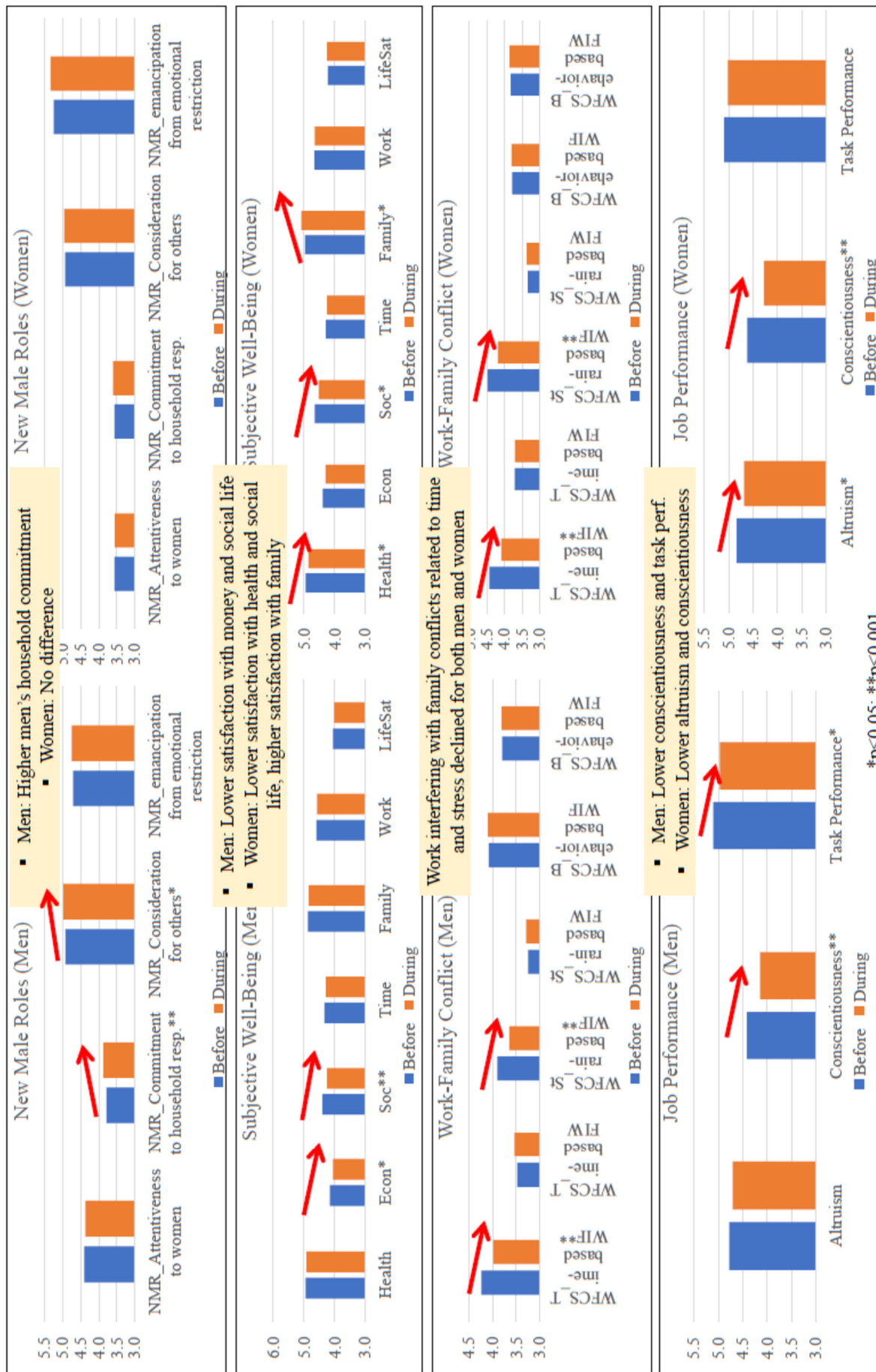


- About half of respondents (54%) was satisfied with mandatory telework while about a quarter (27%) was not.





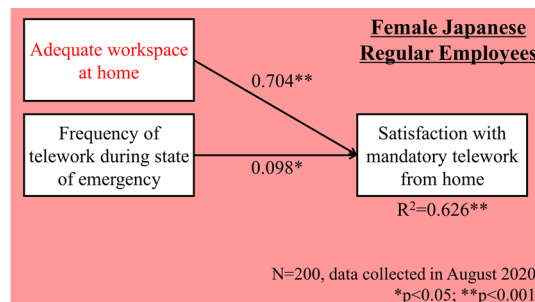
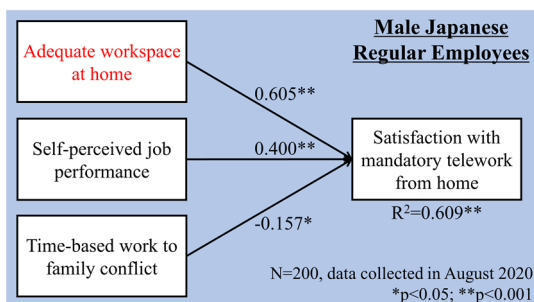
- Two thirds of surveyed regular employees (68%) desire to continue telework after COVID-19, and most 3 days per week (23%), 2 days a week (17%), or 5 days a week (17%).





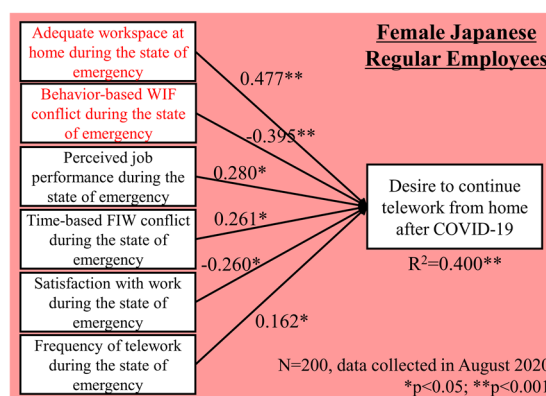
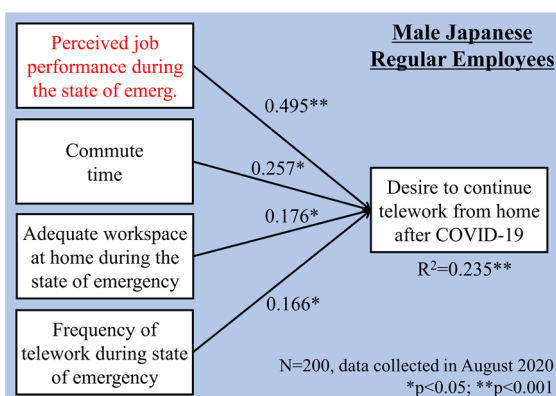
The strongest predictor of satisfaction with mandatory telework from home turned out to be, by far, adequate workspace at home for both men and women. These findings suggest that regular employees with higher financial means or living in less dense suburban areas with larger homes may be at an advantage for mandatory telework from home, and that employers may have only limited options besides offering subsidies to purchase dedicated home office furniture or offset the increased cost of working from home.

Predictors of satisfaction with mandatory telework from home



However, the antecedents of willingness to continue working from home differed by gender, with higher job performance and a longer commute for men, and adequate workspace at home and lower behavior-based work interfering with family conflict for women. While these results only apply to regular employees, defined as those with open-ended and full-time employment, they were not affected by the respondents' age, whether they have children, or their children's.

Predictors of desire to continue telework from home after COVID-19 by gender



These findings can help individuals, firms, and governments better understand the effects of mandatory home-working and devise countermeasures to maximize employee well-being and job performance. This is all the more crucial as Japan has entered a third wave of the virus and office workers will have to continue social distancing and remote working for the time being.

- Dowek, G. (2020). The transition from occasional to widespread telework reveals its limits



(Le passage du télétravail occasionnel au télétravail généralisé en fait apparaître les limites). Le Monde, 27 March 2020. Available at:

https://www.lemonde.fr/idees/article/2020/03/27/coronavirus-le-passage-du-teletravail-occasionnel-au-teletravail-generalise-en-fait-apparaître-les-limites_6034652_3232.html

- Rodier, A. (2020). « I am fed up: teleworking is tiring many employees ("Franchement, j'en ai ma dose »: le télétravail use de nombreux salariés). Le Monde, 24 May 2020. Available at: https://www.lemonde.fr/economie/article/2020/05/23/je-ne-veux-plus-teletravailler-franchement-j-en-ai-ma-dose-les-degats-du-teletravail_6040504_3234.html
- Scarr, S., Hernandez, M., Sharma, M., Ando, R., & Kelly, T. (2020). Sheltering in small places: What life indoors looks like in Tokyo's cramped homes. Reuter (April 9, 2020). Available at: <https://graphics.reuters.com/HEALTH-CORONAVIRUS/TOKYO-HOMES/dgkvlabxpbx/>
- WorkAnywhere (2020). WorkAnywhere: is telework efficient? (WorkAnywhere: Le travail à distance est -il efficace ?) Choose My Company. Available at: <https://choosemycompany.com/stock/docs/workanywhere-2020-global-2853-fr.pdf>

4) 研究業績・研究広報

- Magnier-Watanabe, R., Magnier-Watanabe, K. (2020). COVID-19 and stay-at-home orders: Effects on gender roles and work family conflicts among Japanese regular employees. Proceedings of the 13th Conference of the International Academy of Strategic Management (IASM) 2020, Tokyo (Japan).
- Magnier-Watanabe, R., Orsini, P., Benton, C., Uchida, T., Magnier-Watanabe, K. (2020). COVID-19 et les conséquences du télétravail à domicile obligatoire chez les employés réguliers japonais [COVID-19 and the consequences of mandatory teleworking from home among regular Japanese employees]. Proceedings of the Journée Francophone de la Recherche (JFR) 2020, Tokyo (Japan).

5) 最新の成果・情報

筑波大学「知」活用プログラムウェブサイト > マニエー渡邊 レミー

https://www.osi.tsukuba.ac.jp/fight_covid19/magnier-watanabe/