

Japan

2,500
respondents

7%
Gen Z

36%
Millennials

42%
Gen X

15%
Baby Boomers

45%
Female

55%
Male

79%
Employed full-time

17%
Employed part-time

93%
Have one job only

7%
Have more than one job

28%
Full-time in-person working

54%
Hybrid working

18%
Full-time remote working

Business viability

Only **41%** believe that their organisation will be in business for more than 10 years if they remain on their current path. 34% indicated they do not have an idea on their company's business viability. Across generations, Baby Boomers are the most positive (46%) and Gen Z are the least positive (30%).

Climate action

A surprisingly low percentage of employees in Japan think their employees have the responsibility to address climate change. 12% think their employers have a responsibility to take action to address climate change (vs. Asia Pacific 41%)



Only **22%** believe their company is taking the right amount of climate action (vs. Asia Pacific 43%), hence there is a need for employers to take more impactful action to meet employees' expectations.

Employee sentiment

Consistent with previous year's result, only 29% of the employees are very or moderately satisfied with their jobs, which is the lowest across Asia Pacific.

Employees in Japan are slightly more likely to make changes in their jobs in 2023 than they were in 2022, yet less likely to do so compared to the Asia Pacific average.



Workforce skills

Only **25%** believe the skills for their job will change significantly in the next five years (vs. Asia Pacific 44%), which is the lowest across all territories.

Only **15%** are confident that their employers will provide them the opportunity to apply the skills that are most important to their career in the next five years (vs. Asia Pacific 48%), which is the lowest across all Asia Pacific territories.



Employees rank people skills as more important than technical or core business skills, including collaborative skills (45%) and being adaptable/flexible (44%).

	Japan 2022	Japan 2023	Asia Pacific 2023
Ask for a pay raise	18%	24%	43%
Ask for a promotion	16%	17%	38%
Change employer	14%	20%	28%

Inclusion:

- Only 31% can truly be themselves at work (vs. Asia Pacific 52%)
- Only 22% think that their manager considers their viewpoint when making decisions (vs. Asia Pacific 47%)

Emerging technology

Japanese employees are relatively neutral about the impact of Artificial Intelligence (AI) on their career, which also explains why they tend to place lower importance on digital skills.

26% don't think AI will impact their job (vs. Asia Pacific 16%)

26% think that AI will help them increase their productivity/efficiency at work (vs. Asia Pacific 41%)

13% think that AI will create opportunities for them to learn valuable new skills (vs. Asia Pacific 34%)

11% think that AI will create new job opportunities for them (vs. Asia Pacific 25%)

25% think that digital skills are important to their career (vs. Asia Pacific 59%)



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Work environment

Japanese employees are less positive about their workplace environment, culture and relationship with managers, which contribute to lower job satisfaction level.



Fairness

Only 31% state that their manager treats them fairly and equitably (vs. Asia Pacific 53%).



Workplace culture

Only 26% agree that their manager often/usually tolerates small-scale failures (vs. Asia Pacific 31%).

Only 23% agree that their manager often/usually encourages dissent and debate (vs. Asia Pacific 33%).



Empowerment

Only 29% of the employees find their job fulfilling (vs. Asia Pacific 51%).



Feedback

Only 18% would actively seek feedback and use it to improve their performance (vs. Asia Pacific 53%).

Only 18% would provide constructive feedback to their coworkers to help improve the team's performance (vs. Asia Pacific 51%).

