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# Blueprint for Mission-Core Management:

Theory of Medium-Sized Companies in the Reiwa Era

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The purpose of this paper is to consider corporate strategies that have a core management philosophy and mission. In this paper, this type of corporate management is called “mission-core management.” Recently, management that focuses on the relationship between companies and society, such as sustainable management, creating shared value, and purpose-based management, has been attracting attention. However, there is not much research that approaches such companies from a strategic perspective. In the author’s research, many of the highly competitive companies in Japan are medium-sized enterprises, and what they have in common is mission-core management. In this paper, we propose the “shape” of mission-core management in the form of a system map and strategic blueprint, and make suggestions on the future of corporate management.

# Comprehensive Fairness Perceptions through the Lens of Fairness-Unfairness Framing

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This study examines the asymmetry between fairness and unfairness. While fairness has traditionally been refined through fairness framing, theories focusing on unfairness framing also exist. This paper discusses the uniqueness of unfairness through prospect theory, deontological model, image theory, conservation of resources theory, and so forth. Common elements identified include individuals' internal standards for judging fairness, the discrepancy between these standards and reality causing perceptions of unfairness, and the automatic nature of this process influenced by negativity dominance and bias.

An exploratory study using vignettes was conducted to measure comprehensive fairness perception and its asymmetry. Two research questions (RQs) were posed: RQ1 predicted that individuals are more sensitive to unfairness than fairness, and RQ2 hypothesized that the asymmetry is more pronounced in unfairness judgments. A two-way ANOVA with "number of fairness-unfairness elements" and "fairness-unfairness framing" as independent variables and (un) fairness judgment as the dependent variable showed significant main effects but no interaction effect. RQ1 was not supported, indicating that individuals did not show greater sensitivity to unfairness elements compared to fairness elements. Similarly, RQ2 was not supported, suggesting that the predicted asymmetry in unfairness judgments was not observed.

The study highlights the limitations of vignette methods, such as their lack of realism and potential biases in participant responses. It suggests the need for more realistic stimuli and physiological measures to better capture fairness and unfairness perceptions. The idea of causal asymmetry should

provide us with informative insight into understanding the asymmetry between fairness and unfairness. Qualitative Comparative Analysis (QCA) is expected to be a promising method to demonstrate causal asymmetry.

# Flexible Work Arrangements (FWA) and Work-Life Balance (WLB) Initiatives:

## Conceptualization and Policy Categorization

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Flexible Work Arrangements (FWA) and Work-Life Balance (WLB) initiatives have collected significant attention as solutions to the evolving demands of modern workplaces and societal changes. This study aims to clarify the distinctions between these two concepts and classify the systems associated with each to provide actionable insights for their effective implementation. FWA refers to systems or policies that allow employees to adjust their working hours, locations, or schedules, enhancing their autonomy and addressing organizational goals such as improving efficiency and reducing costs. In contrast, WLB represents a broader ideal focused on achieving harmony between work and personal life, enabling employees to lead fulfilling lives. While FWA functions as a practical tool to support WLB, it is essential to distinguish these concepts to design and evaluate policies effectively. The study categorizes FWA policies into three dimensions: time, location, and scheduling. Time-related policies include flextime, reduced working hours, discretionary work systems, and staggered shifts, all of which provide employees with options to manage their time better. Location-based policies, such as telework, satellite offices, and workcation programs, allow employees to work outside traditional office environments, reducing commute times and fostering creativity. Scheduling-based policies, including three-day weekends, refresh leave, and family care leave, offer structured breaks that support employees' mental and physical well-being. This research demonstrates the complementary nature of FWA and WLB. While FWA enhances flexibility in work styles, WLB ensures the well-being of employees through broader supportive initiatives. By classifying specific FWA policies, this study highlights their applicability across different contexts and provides a framework for designing workplace policies that maximize their effectiveness. Additionally, the study discusses challenges in implementing these systems, such as the need for managerial support and organizational culture alignment. The rapid shift to remote work during the COVID-19 pandemic

further underscored issues like fairness and collaboration among colleagues. This research emphasizes the importance of understanding FWA and WLB as distinct yet interrelated concepts and offers a practical foundation for creating sustainable and inclusive work environments.