

**The Effects of Human Resource Management Practices on Working
Hours and Work Intensity: Evidence from Japanese
Employer–Manager–Employee Matched Data**

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Abstract

This paper examines the effects of various human resource management practices and managers on working hours and work intensity of Japanese white-collar workers using employer–manager–employee matched data. We find that evaluating managers according to the hours worked by their employees not only reduces the hours worked by employees but also raises the work intensity of employees. We also find that a performance-based pay system, which incorporates inequality in earnings by firms, lengthens working hours and does not raise work intensity. On the other hand, non-monetary systems such as awards for achievements and suggestion systems raise work intensity.