

Workplace Strategy to Enhance Human Capital (Advanced Application Report)

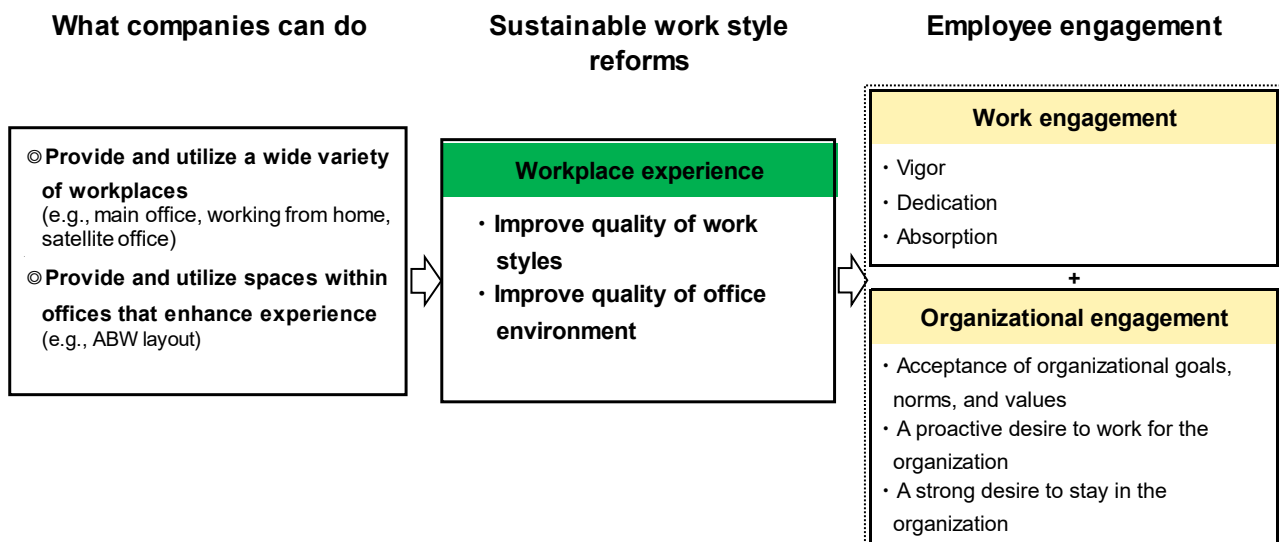
Introduction to Case Study Using the “WEPEX” Model (Analysis by Job Type)

February 24, 2026

As interest grows in non-financial metrics such as sustainable work style reforms and well-being, the recognition is spreading that the working environment serves as the foundation for enhancing human capital. Against this backdrop, companies are increasingly prioritizing initiatives to enhance workplace value, not just real estate cost efficiency, when formulating workplace strategies.

At Xymax Research Institute, we have believed that when considering workplaces with a view to enhancing human capital, it is essential to rationally understand the role and psychological effects of workplaces and work spaces and to identify the gap between ideals and the reality. Based on this awareness of the issues, we independently developed the “WEPEX” model as a metric for quantitatively addressing employee engagement and workplace experience (Figure 1).

Figure 1: Schematic Illustration of the “WEPEX” Model



The Overview Report*¹ outlined the concepts of the “WEPEX” model and presented a fundamental framework for strategically approaching the workplace by quantitatively demonstrating the relationship between the workplace and employee experience value and engagement. In this follow-up Advanced Application Report, we will apply the “WEPEX” model to actual corporate data through case studies of the Xymax Group. We will clarify what practical insights can be gained when reviewing and improving workplace initiatives. This aims not only to outline theories and concepts, but also to present ideas for practical application.

*1 *Workplace Strategy to Enhance Human Capital (Overview Report)*, published on February 24, 2026

https://www.soken.xymax.co.jp/report/upload/20260224_overview_2.pdf

The optimal work style and workplace can vary greatly depending on a company’s culture and employee attributes. In this Advanced Application Report, we focus on the perspective of “job type.” Based on Xymax Group case studies, we examine which work styles and workplace designs enhance the employee experience value and engagement for each job type, which has different operational characteristics and work styles.

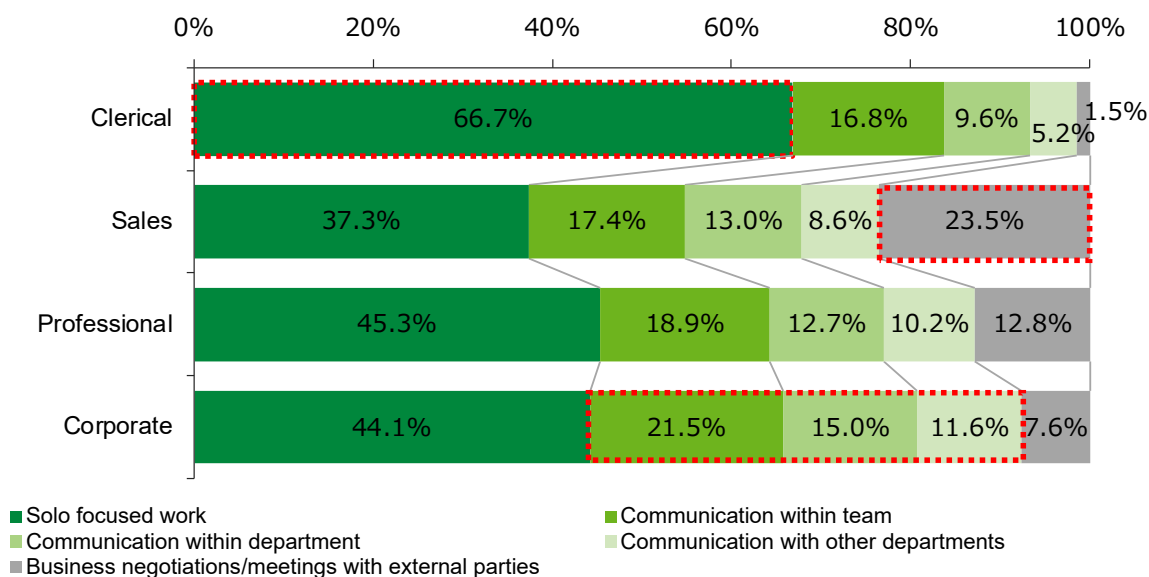
This report aims to provide practical insights for companies to consider workplace initiatives tailored to their specific circumstances through these analytical findings, thereby contributing to the development of workplace strategies that support sustainable work styles. We would like to acknowledge the guidance provided by Professor Akihito Shimazu of the Faculty of Policy Management at Keio University, a leading authority in engagement research, for this study.

1. Analysis Premise: Definitions of the Four Job Types and Their Job Characteristics

First, to clarify differences in job characteristics, this study classified employees into four occupational groups. As shown in Figure 2, clear differences exist in daily work duties across job types. Please note that this classification is based solely on the Xymax Group as an example and may not necessarily represent a standard job type classification.

Job type	Detailed examples	Job description
Clerical	Administrative support, etc.	Much of the workday involves solo focused work, and work-related communication tends to remain primarily within the team.
Sales	Sales, operation, service promotion and development, etc.	A notable characteristic is the exceptionally high volume of external activities. Furthermore, internal communication accounts for approximately 40% of work hours, indicating a very high proportion of interpersonal tasks. On the other hand, a certain proportion of the work involves focused work such as preparing materials and sorting information.
Professional	Design planning, research, digitalization promotion, technical oversight, etc.	While specialized, focused work forms the core, this job type also involves significant knowledge sharing and collaboration, requiring a balance between concentration and teamwork.
Corporate	Administration, human resources, internal audits, etc.	While focused work accounts for a certain proportion, coordination and support duties centered on internal communication are more prevalent. Cross-departmental information sharing and communication directly impact job outcomes, making this a role where interpersonal skills within the company are highly important.

Figure 2: Percentage of Time Spent on Primary Daily Tasks – By Job Type



2. Location Preferences by Job Type and Actual Work Styles

2.1. Location preferences by job type

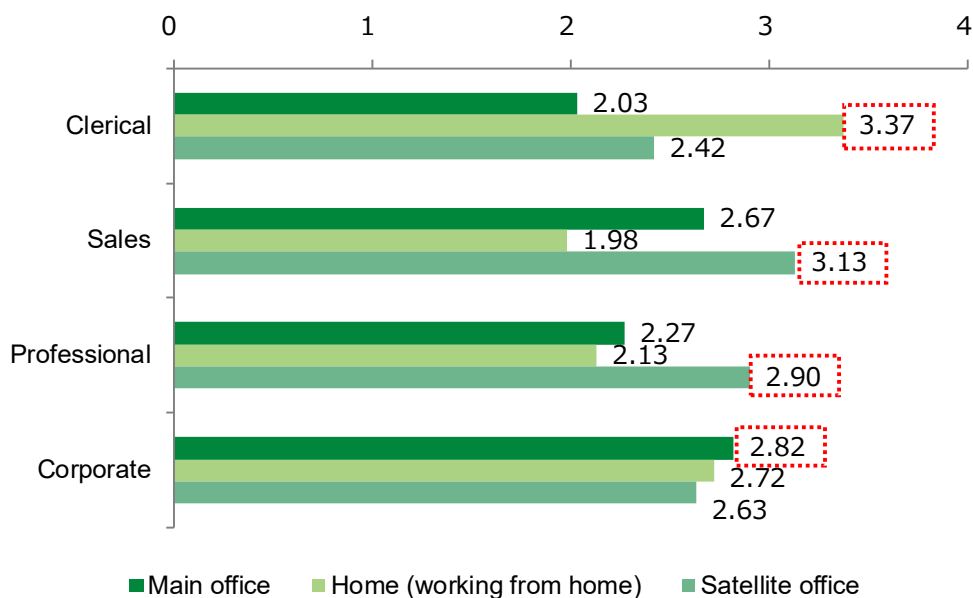
These differences in job characteristics across job types are clearly reflected in the preference for each workplace. This study compares workplace preferences*² by job type—specifically main office, home (working from home), and satellite office*³—and illustrates the trends in Figure 3.

*² Preference ratings for each workplace were collected on a 5-point scale. For analysis, these were converted to numerical values ranging from 0 points (“Do not like”) to 4 points (“Like”) to facilitate comparison.

*³ A satellite office is a general term for a workplace set up for teleworking that is separate from the main office or the employee’s home. This study focused on ZXY, a satellite office service for corporations provided by the Xymax Group. Its defining feature is the flexibility to choose from over 400 locations nationwide, offering spaces suited for diverse activities such as solo work, remote meetings, and face-to-face meetings.

- Among clerical jobs, preference for working from home is highest. For clerical jobs, where most of the workday is spent doing solo focused work, an environment that is less susceptible to external factors and enables stable, efficient work is considered highly important.
- Among sales and professional jobs, preference for satellite offices is highest. For these job types, where multiple business activities coexist and require switching between concentration and collaboration, the satellite office environment—which allows flexible selection of spaces suited to diverse business activities—is highly valued.
- Among corporate jobs, preference for the main office is highest. Cross-departmental coordination and information sharing form the core of duties, making the main office—with its robust “connection” features—a critical foundation for executing work.

Figure 3: Preference for Each Workplace – By Job Type



2.2. Actual work styles by job type

Figure 4 examines the actual work styles by job type, focusing on “workplaces” and “activities when in the main office.”

- Percentage of time spent in the various workplaces:** Clear differences were observed by job type. Clerical and professional jobs share the common tendency of having a higher proportion of time teleworking. However, while clerical jobs primarily involve working from home, professional jobs utilize a variety of workplaces, revealing differences in telework practices. On the other hand, corporate and sales jobs tend to spend a larger proportion of their time working at the main office. However, while corporate jobs primarily involve a two-location work style combining coming to the office and working from home, sales jobs are characterized by a distributed attendance style that utilizes the main office, satellite offices, and other locations (such as client sites) depending on the nature of the work.
- Percentage of time spent in different office spaces during work hours when in the main office:** Work desks are primarily used across all job types. However, there are differences by job type. While sales, professional, and corporate jobs utilize other spaces such as meeting rooms and private rooms for remote meetings relatively frequently, clerical jobs show a notably higher proportion of time spent at their work desks. This suggests that even when working in the main office, their tasks primarily involve solo work.

The results above indicate that distinct occupational differences exist in the selection of workplaces and work styles, and that these patterns align with the job characteristics and employee preferences outlined in the previous section. This suggests that employees are able to achieve flexible work styles tailored to their job duties and preferences within an environment where diverse workplaces are provided and they

can make autonomous choices. It was also observed that, in clerical and professional jobs where the proportion of focused work is relatively high, work styles centered on telework and solo work tend to be chosen more readily from the perspective of prioritizing work efficiency.

Figure 4: Actual Work Styles – By Job Type

Percentage of time spent in each workplace					<When in main office> Percentage of time spent in each space during work hours				
	Clerical	Sales	Professional	Corporate		Clerical	Sales	Professional	Corporate
Main office	38.7%	52.4%	38.8%	65.0%	Work desk	80.3%	71.0%	70.7%	62.7%
Home (working from home)	53.6%	5.6%	14.0%	27.4%	Meeting room (for multiple people)	10.2%	15.7%	16.4%	20.4%
Satellite office	6.8%	27.2%	27.6%	6.7%	Private room for remote meetings	5.9%	7.0%	8.8%	11.3%
Other (e.g., client sites)	0.7%	14.8%	19.5%	0.7%	Open meeting space	1.9%	4.6%	3.0%	3.9%
					Space for refreshing/communication	1.5%	1.8%	1.2%	1.9%

Note: The percentage of time spent in each workplace is the distribution of working hours across workplaces for a 5-day workweek, with the total for each job type column summing to 100%.

The percentage of time spent in each space during work hours when coming to the office is the percentage of time spent in each space when working in the main office, with the total for each job type column summing to 100%.

2.3. Evaluation of workplace experience by job type

To quantitatively assess employees’ workplace experience regarding their current work styles, the four factors— “A. Basic Quality,” “B. Work Efficiency,” “C. Connection,” and “D. Psychological Comfort”—were rated on a scale of 0 points (“Does not apply”) to 4 points (“Applies”). The results of the comparison by job type are shown in Figure 5.

Overall, “A. Basic Quality” and “B. Work Efficiency” are at relatively high levels across all job types, indicating that the current workplace environment functions well as a foundation for executing work.

On the other hand, differences were observed across job types regarding “C. Connection” and “D. Psychological Comfort,” with clerical and professional jobs showing a relatively lower tendency compared to other job types. In these job types, the nature of the work tends to favor individual productivity-focused work styles, which may consequently impact employees’ sense of psychological connection to their teams and organizations.

Figure 5: Evaluation of Workplace Experience – By Job Type



3. Direction of Workplace Initiatives by Job Type

3.1. Importance of the four workplace experience factors – by job type

In the previous chapter, we confirmed that differences exist in job characteristics, workplace preferences, and actual work styles across job types, resulting in variations in workplace experience levels across job types. However, since the prerequisites for work styles differ by job type, it is important not to simply view low scores as a problem, but to also consider whether that factor is significant for the specific job type.

Therefore, in this chapter, to examine the direction of workplace initiatives by job type, we used a multiple regression analysis to confirm the extent to which the four factors constituting the workplace experience influence employee engagement.*4 As a result, regardless of job type, the four factors—“A. Basic Quality,” “B. Work Efficiency,” “C. Connection,” and “D. Psychological Comfort”—all showed a significant positive correlation with both work engagement and organizational engagement. This clearly demonstrates that all four factors are essential elements contributing to improved employee engagement across all job types (Figure 6).

*4 In this study, employee engagement is conceptualized as two distinct components: work engagement, which refers to engagement with one’s job, and organizational engagement, which refers to engagement with the organization. Work engagement was measured using a scale by Schaufeli et al. (UWES-9 Japanese version) with permission from Triple i Human Capital, the copyright holder. For organizational engagement, the OCQ-9 scale proposed by Mowday et al. was adopted.

Figure 6: Impact of Four Workplace Experience Factors on Employee Engagement – By Job Type

	Impact on work engagement			
	Clerical	Sales	Professional	Corporate
A. Basic Quality	0.29***	0.35***	0.34***	0.35***
B. Work Efficiency	0.45***	0.66***	0.66***	0.48***
C. Connection	0.41***	0.71***	0.63***	0.37***
D. Psychological Comfort	0.56***	0.82***	0.88***	0.50***

	Impact on organizational engagement			
	Clerical	Sales	Professional	Corporate
A. Basic Quality	0.32***	0.51***	0.42***	0.37***
B. Work Efficiency	0.30***	0.65***	0.70***	0.56***
C. Connection	0.36***	0.54***	0.57***	0.57***
D. Psychological Comfort	0.42***	0.63***	0.84***	0.63***

Note: Partial regression coefficient

*p<0.1; **p<0.05; ***p<0.01

These results suggest that workplace initiatives should not focus solely on certain factors but rather adopt a balanced approach to enhancing all four factors while considering job type characteristics.

In the next section, we classify the four workplace experience factors into two groups, using 2 points out of 0 to 4 as the midpoint. The two groups are the high-EX group, where all factors exceed 2 points, and the low-EX group, where this not the case. We then compare the work styles and office usage patterns of these two groups. By identifying the characteristics of work styles among employees who achieve a high level of workplace experience, we will explore specific insights for improving workplace initiatives.

3.2. Direction of workplace initiatives by job type

■ Examining the characteristics of employees’ work styles

To examine work style characteristics, we analyzed the percentage of time spent in each workplace for each job type, broken down into high-EX and low-EX groups (Figure 7).

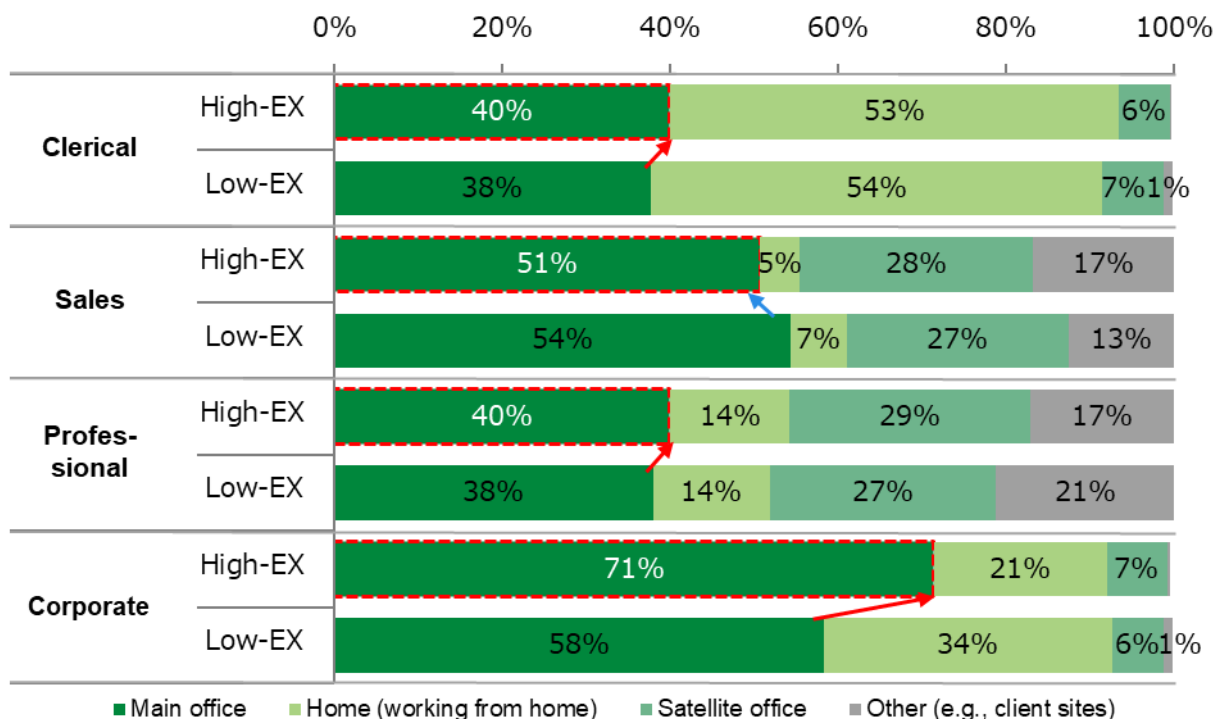
Among corporate jobs, the proportion of time spent working at the main office was significantly higher in the high-EX group compared to the low-EX group, suggesting that approximately 3.5 days per week in the main office could serve as a benchmark.

On the other hand, in other job types, no significant difference was observed in the time allocation for workplaces between the high-EX group and the low-EX group. Furthermore, the percentage of time spent working in the main office among high-EX groups by job type reveals that it is 40% (approximately 2 days per week) for clerical and professional jobs, while for sales jobs it is 51% (approximately 2.5 days per week).

These levels suggest they could serve as a reference point for each job type.

These results suggest that in environments where employees can choose their workplace autonomously, work styles tailored to job characteristics and circumstances are already largely established across many job types. Rather than differences in workplace experience stemming from varying frequencies of coming to the office, it is highly likely that these differences arise from differences in work styles while in the main office—specifically, how the office is utilized when employees are in the main office.

Figure 7: Percentage of Time Spent in Each Workplace, Broken Down into High- and Low-EX Groups – By Job Type



■ **Examining the characteristics of office usage**

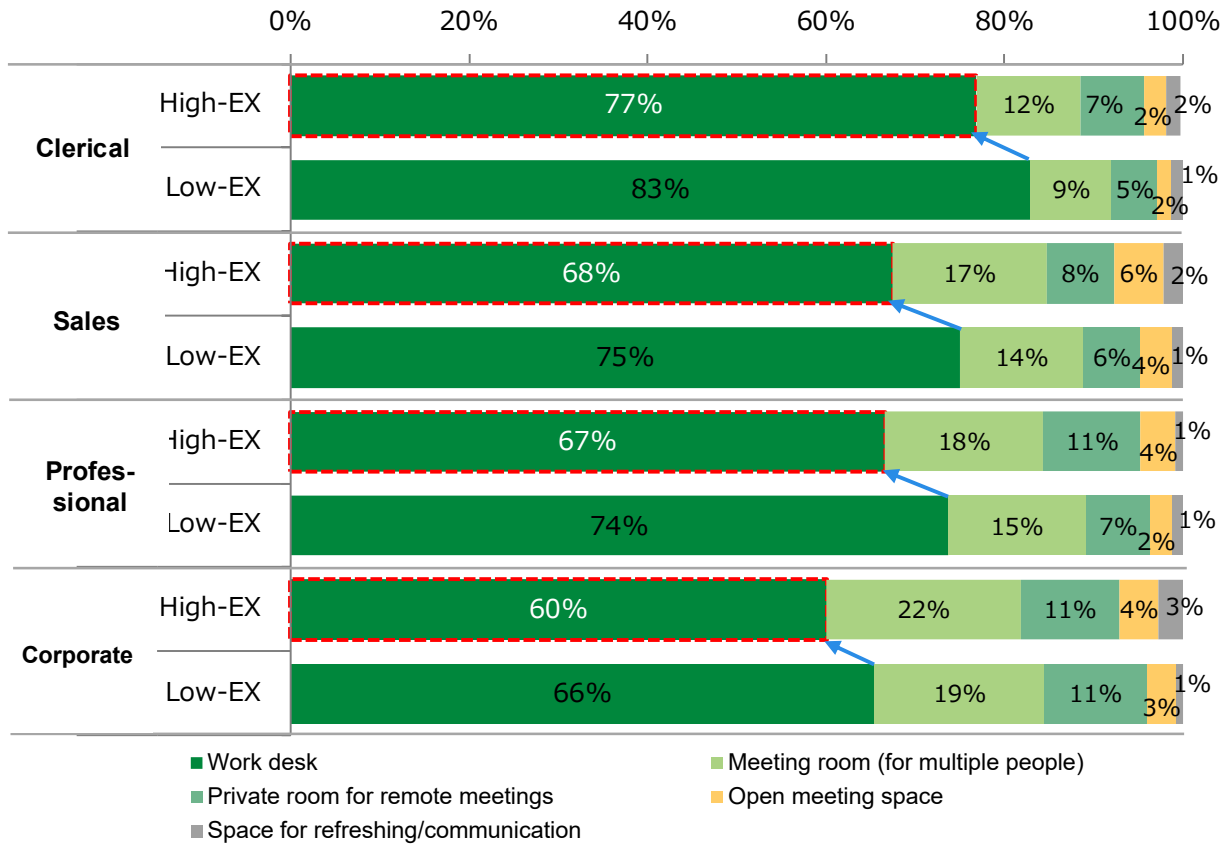
Next, to examine the characteristics of main office usage, we analyzed the percentage of time spent in each office space during work hours for each job type, broken down into high and low EX groups. As shown in Figure 8, differences in how office space is utilized can be observed depending on the specific job characteristics of each job type.

However, across all job types, the high-EX group showed a work desk usage rate approximately 6 to 7 percentage points lower than the low-EX group. Converting this to an 8-hour workday, the high-EX group reduces time spent at their work desks by approximately 30 minutes, using that time instead for communication and utilizing other spaces to switch on and off from work.

Additionally, while the percentage of time spent in private rooms for remote meetings, open meeting space, and space for refreshing/communication varied by job type between the high-EX group and low-EX group, a common trend was observed across all job types: the high-EX group showed a relatively higher proportion of time spent using meeting rooms (private rooms for multiple people).

This suggests that in the high-EX group, coming to the office is used relatively more often for face-to-face meetings and collaboration, rather than merely as an extension of solo work.

Figure 8: Percentage of Time Spent in Each Office Space When in the Main Office, Broken Down into High- and Low-EX Groups – By Job Type



4. Conclusion

This report presents a case study using the “WEPEX” model introduced in the Overview Report. It quantitatively captures employees’ job characteristics, preferences, and actual work styles, and examines directions for identifying issues and driving improvements. As a result, the Xymax Group’s workplace strategy incorporating flexibility and choice was found to potentially enhance employees’ workplace experience and engagement.

On the other hand, a closer look at the details by job type revealed that differences exist in the level of workplace experience. Particularly as workplaces become increasingly dispersed, some job types showed room for improvement in maintaining psychological connections with teams and organizations. The characteristics of the high-EX group suggest that while the prerequisites for work styles differ by job type, creating an environment that supports a balanced approach to concentration and collaboration is crucial for enhancing workplace experience. To achieve this, it is considered effective to intentionally design space composition and operation that facilitate team-based office attendance coordination, face-to-face meetings, and spontaneous communication, while also securing space for individuals to concentrate.

Although this report focused on analyzing job types, the “WEPEX” model enables a comprehensive approach to work styles and office environments from various perspectives, including age, department, and position. Moreover, there is no single right answer for the optimal work style or the ideal workplace. We hope this report and the “WEPEX” model will assist companies in reviewing the optimal workplace tailored to their specific business characteristics, management policies, and human resource strategies, and in considering future strategies.

Survey Overview

Survey title	Survey on Workplaces and Employee Engagement
Target respondents	1,286 Xymax Group employees working in Tokyo
Survey period	December 9–20, 2024
Geographical coverage	Greater Tokyo Area (Tokyo, Kanagawa, Saitama, Chiba)
Number of valid answers	993 (response rate 80.4%)

The percentage mix in the charts contained in this report is rounded to the first decimal place and, therefore, may not add up to 100%

For further inquiries, please contact below:

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