

WORK WAYS

JAPAN AND AMERICA

SHIN-ICHI TAKEZAWA ARTHUR M. WHITEHILL



The Japan Institute of Labour

WORK WAYS

JAPAN AND AMERICA

SHIN-ICHI TAKEZAWA

ARTHUR M. WHITEHILL

TOKYO

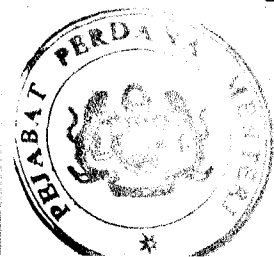
THE JAPAN INSTITUTE OF LABOUR

1981

PUSTAKA PERDANA



1002370



PREFACE

This is a book about change—change in two countries, Japan and the United States, as portrayed by comparable studies conducted in 1960 and 1976. It reports on the way rank-and-file factory workers perceive their relationships with managers in the companies for which they work. And, perhaps, it reveals the sorts of policies and actions which workers perceive as contributing to a more satisfying quality of work life.

More than anything else, this study reveals that the two industrial nations, although not too similar in 1960, took still more divergent paths of worker-management accommodations during the interim period between the two studies. Workers' attitudes and perceptions changed more rapidly in Japan, where workers showed increasing acceptance of realities, growing approval of management policies, and maturing growth of midway consensus, while their sense of corporate community remained persistently stable. In contrast, American workers became increasingly alienated. Contractual ties with their place of employment weakened. Workers demanded more "rights," but their confidence in management as a source of help steadily declined. Some hopeful signs were also found in the U.S. scene, however. Workers became increasingly productivity-conscious, if management, unions or stockholders did not.

The book continues the rigorous approach to cooperative multinational research initiated by the authors in their earlier study leading to publication of *The Other Worker: A Comparative Study of Industrial Relations in the United States and Japan* by the East-West Center Press in 1968. From the conception of the research design to the writing of the "bottom line," the authors have worked together as partners, sharing equally in the unique challenges and opportunities of truly cross-cultural research.

In the original research, 2,000 workers from four participating companies in each country represented the following industry groups—steel, glass, textiles, and electrical consumer products. For the 15-year-after study reported on in this volume, roughly

1,200 male workers from two of the original firms in each country, were selected to participate. In addition, a control group of 1,104 workers from eight countries in Japan was utilized to appraise the representative nature of the primary sample in that country. The current data, therefore, make possible the first comparative analysis of worker perceptions, in Japan and the United States, based upon identical industrial concerns, over this tumultuous period in the development of both nations.

Twenty questions, each with four possible answers, were posed to the all-male sample of production workers. Some deal with the way employees view such "big issues" as company image, role of the union, and motivation to work. Others focus upon fringe benefits, the human relationships among workers and supervisors, and the sensitive issue of reciprocal obligations believed to exist between employees and the companies for which they work.

Our analysis of the findings which follows indicates substantially different changes in the two countries. In one sense, Japanese managers and workers seem to be exploring an uncharted course toward a previously-unknown destination in their quest for a viable industrial relations system. In the United States, on the other hand, employers and employees may be more static and troubled in their response to changing environmental conditions. Such general trends, as well as more specific changes and cross-cultural differences will unfold as the findings in each chapter are presented.

Multinational research of this sort depends heavily upon the cooperation and participation of business firms which supply the "living laboratory" required. We are indeed grateful to those individuals who have given so generously of their time and thought in making this project possible.

In Japan our appreciation is first due to the two corporations which again renewed their support for our project: Asahi Glass Co., Ltd. and Nippon Kokan K.K. At Asahi Glass, our thanks are particularly due to Mr. Mitsuo Yamanaka, Director of Personnel; Mr. Akio Shimizu, Manager; Keihin Works; and Mr. Susumu Kanke, its Personnel Manager. We again owe much to our long-standing friend at Nippon Kokan, Mr. Kenji Okuda, who is now Director of Personnel Development, and also to Mr.

Yoshiteru Okuhisa, Personnel Manager, Fukuyama Steel Mill.

Eight additional Japanese corporations willingly cooperated with us this time to provide a "control group" of 1,104 workers. With great appreciation, we would like to list the names of companies and individuals without whom we could never have been sure how representative our two-company sample was: Asahi Chemical Industry Co., Ltd., Mr. Toshio Murai; Ishikawajima-Harima Heavy Industries Co., Ltd., Mr. Masao Usami; Mitsubishi Mining & Cement Co., Ltd., Mr. Hisao Maruya; Nippon Electric Co., Ltd., Mr. Masataka Sasahara; Oki Electric Industry Co., Ltd., Mr. Tadashi Amaya; Toshiba Machine Co., Ltd., Mr. Yoshihisa Yuzawa; Toyota Auto Body Co., Ltd., Mr. Tsutomu Yuge; Toyota Motor Co., Ltd., Mr. Masami Iwasaki.

The two U.S. firms which again warmly supported the project and allowed us to infringe on their busy work schedules were Owens-Illinois Glass Company and Youngstown Sheet and Tube Company. At Owens-Illinois, Dr. John Rapparlie, Industrial Psychologist, Department of Human Resources, once again demonstrated his personal friendship and professional interest in our work. The actual field work was conducted at the company's Fairmont, West Virginia plant with the enthusiastic support of: Mr. James L. Derrickson, plant manager; Mr. Robert Judy, Industrial Relations Director; and Ms. Nancy Scherger, management trainee.

At Youngstown Sheet and Tube, whole-hearted cooperation was extended by the following: Mr. G. J. Haney, Manager-Labor Relations; Mr. Theodore Patrick, Director of Training; Mr. Max Mason, Supervisor of Training, Chicago District; Mr. Alfred Vahey, Supervisor of Training, Youngstown District; and Mr. Paul Brenner, Manager of Supervisory Training, Youngstown District. To all these gentlemen, we are extremely grateful.

Rikkyo University provided grants which made possible the data collection in Japan covering ten manufacturing companies scattered throughout Japan. While the Japanese author was away for his sabbatical at INSEAD, France, Mr. Takao Kondo, then Research Associate in the School of Social Relations, Rikkyo University, was in charge of the collection and tabulation of data in Japan. Miss Junko Ito, then a senior student at Rikkyo, alone

handled the entire process of mail questionnaire administration. Miss Harumi Iwanami, another student at a later time, provided valuable insights for data interpretation. We wish to thank them warmly, though we do not know how to express our appreciation sufficiently when the service rendered was in the spirit of genuine voluntary collaboration for the goal of scientific pursuit.

The U.S. study was greatly assisted by the various tasks so ably performed by our graduate research assistants, in the College of Business Administration, University of Hawaii, Ms. Ching-Mei Cheng and Ms. Mary Wasielewski. In addition, crucial secretarial support was continually provided by Ms. Ruth Takahata, departmental secretary for Management and Industrial Relations, and her competent staff of student assistants.

Financial support for data collection and analysis, as well as constant moral support, was offered by Dean David A. Heenan of the University of Hawaii's College of Business Administration. Finally, we wish to express our continued appreciation to Mr. Masu-ichi Honda, former Personnel Director and Member, Board of Directors of the Kokusai Electric Company, Ltd., of Tokyo who has been a close friend and "senior advisor" during both studies.

Last but not least, on the Japanese side special thanks are due Professor Gene S. Lehman of Rikkyo University and Professor Gene Gregory of Sophia University for their invaluable suggestions concerning the last few chapters of the book. Our thanks are also due Ms. Kazu Uchiyama and Ms. Yoshie Kawahara who carried out the important and painstaking task of indexing this volume.

To all these persons, in Japan and the United States, we are indebted for their participation and support of the research upon which this volume is based. Without such back-up from friends and associates in business and academic organizations, scholarly studies which are grounded in reality would not be possible.

March 1981

Shin-ichi Takezawa
Arthur M. Whitehill

CONTENTS

Preface	v
Chapters	
1. Work-Life Study: Then and Now	3
2. Changes in Workers' Environment	16
3. Meaning of Work Life	49
Motivation	
Role of Company	
Role of Unions	
Work-Group Morale	
4. Acceptance of Work Imperatives	74
Work Rules	
Technology	
Performance	
5. Credibility of Management	90
Merit Rating	
Promotion Decisions	
Pay Adjustment	
6. Worker-Supervisor Relations	110
Decision Sharing	
Personal Involvement	
Off-Job Deference	
7. Shared Employment Commitments	127
Worker Commitment	
Business Decline	
Unqualified Worker	
Sick-Leave Policies	
8. Employee Assistance and Services	148
Family Wage Allowance	
Housing Policies	
Recreation Programs	
9. Progress and Problems	174
Appendix	200
Index	220