

SETTING UP A HYPOTHESIS OF THE CHARACTERISTICS OF PERSONNEL MANAGEMENT

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I Objective of This Paper

There had been many books, research reports and discussion on the question of Japanese Management in the period from the early 1970's until around 1980. The fact that Japan Society for the Study of Business Administration placed "Japanese Management and the Japanese Way of Management" as the subject in 1978 underscore the trend.

The theory of Japanese Management is said to have been developed by considering specific Japanese characteristics in the way of management in comparison with other countries to identify the difference. Above all, the approach widely attempted was to ascribe Japanese management characteristics to cultural influences. On a presumption that culture⁽¹⁾ is the integrated programming of human psychology, a cultural approach to Japanese management requires description from multiple aspects, such as ethnology, social structure, geography and climate, religions. etc., making it extremely difficult to verify the relationship between cul-

ture and management. From the opposite standpoint, it is possible, to describe Japanese management characteristics from many different approaches based on cultural anthropology, history, social psychology, etc. Each of these opinions have been often disputed in publications⁽²⁾ creating an era of chaos in the study of Japanese management.

Under these circumstances, some criticism arose against cultural approaches. Professor Iwata's antithesis against Professor Urabe's criticism and V.Pucik's was among those.⁽³⁾ Thus, it became a boom for having high interest in Japanese ways of management.

The present writer has no intention to criticize cultural approaches as a whole. However, the explanation from a cultural viewpoint, by all means, cannot help sounding ideological one, leaving some weakness in persuasion. Corroborative studies based on numerical values and/or observation of facts is more persuasive and, therefore, thought to be a prerequisite to the comparative study of management in the future.

The author has conducted corroborative comparative studies in Taiwan, the United States, and Japan for the sake of research on Japanese personnel management.⁽⁴⁾ The objective of these studies was to clarify the characteristics of the Japanese approach to personnel management. In other words, to accentuate the specific characteristics of Japanese personnel management. However, from some of the survey result, it was found that there are more common characters than expected amongst Japan, the U.S.A. and Taiwan. Also entirely new information was collected revealing facts that are against the general understanding of Japanese management. This prompted us to reexamine those that are said to be Japanese characteristics for whether they are really specific to Japan, or not. Correctly grasping these facts should be the very first step of a scientific study, but, by our nature, we tend to ignore reexamination and are apt to accept others' opinions without judgement.

As explained below, I was required by Japan Productivity Center to participate as a member of ADAMS Research Group⁽⁵⁾ in a comparative study of exempt behavior in Japan and the U.S.A. the first benefit gained from this project was the collection of data showing facts different from what was initially expected. There were findings in thought and behavior of exempt personnel in the U.S.A. and Japan that were in direct contrast to our understanding. In order to confirm if the results of the survey reflected the truth, we visited the United States in March, 1985, to meet ask the American staff working with us on the ADAMS Survey. From

this, we gained confidence that the results of survey portrayed the truth.

As a result of this process, the author attempted to develop a framework to explain the characteristics of the U.S.A. and Japanese personnel management under the presumption that there is not much difference in the management characteristics between Japan and the United States. The objective of this paper is to represent a tentative plan of setting up the above mentioned hypothesis and its corroboratory methods.

II ADAMS Survey Result And Setting Up A New Hypothesis

(I) Outline of ADAMS

ADAMS stands for the Assessment of Development of the Ability of Managers, a project for the comparative study of the U.S.A. and Japan management behavior conducted by the Japan Productivity Center. The following, represents only a brief outline of the survey procedures.

1) Questionnaire method

The questionnaire was composed of 41 questions concerning behavior patterns.

2) Survey execution

In Japan, the survey was conducted by the Japan Productivity Center and, in America, by the U.S.A. office of the Japan Productivity Center with assistance from the American Society for Personnel Administration (ASPA) and the American Society for Training & Development (ASTD).

3) Object of the survey

The questionnaire was given to the exempt of cooperative companies, 51 in Japan and 31 in the U.S.A. and the collected answers included 917 from Japan and 482 from the States. All of these companies, both in Japan and the U.S.A. rank among giant or large firms.

4) Period the survey was conducted

From May to July, 1983, in the U.S.A. and from August to September of the same year in Japan.

5) Method of statistical analysis

- Significant difference test by t-test and χ^2 test
- Factor analysis (Principal factor method, SMC, Varimax), Cluster analysis
- Discriminative analysis

6) Supplementary survey to the survey result

For confirmation of the survey result, the author conducted a check by hearing in the U.S.A. in March 1985.

(II) Characteristics discovered from ADAMS Survey results

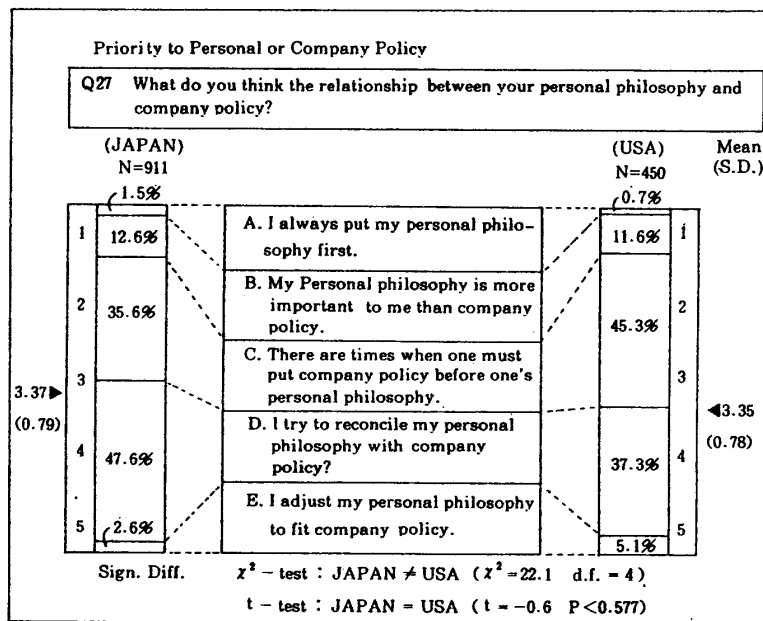
The survey results indicate less of a difference exists the management behavior in Japan and the U.S.A. than was first expected. Moreover, in certain points, it was noted that the United States present more typical Japanese characters than the Japanese themselves.

Among those characteristics of Japan and the U.S.A., there were many differences as well as common features. In those different points disclosed by the result of analysis, one factor that is common to them is that Japanese management behavior is based on a comparatively long-term vision while, on the contrary, American characteristics are largely influenced by a short term vision by the management and administration

Following is a brief summary of some characteristics that were found to be similar between the U.S.A. and Japan against our general recognition in the past.⁽⁶⁾

1) Consistency of personal philosophy with company policies

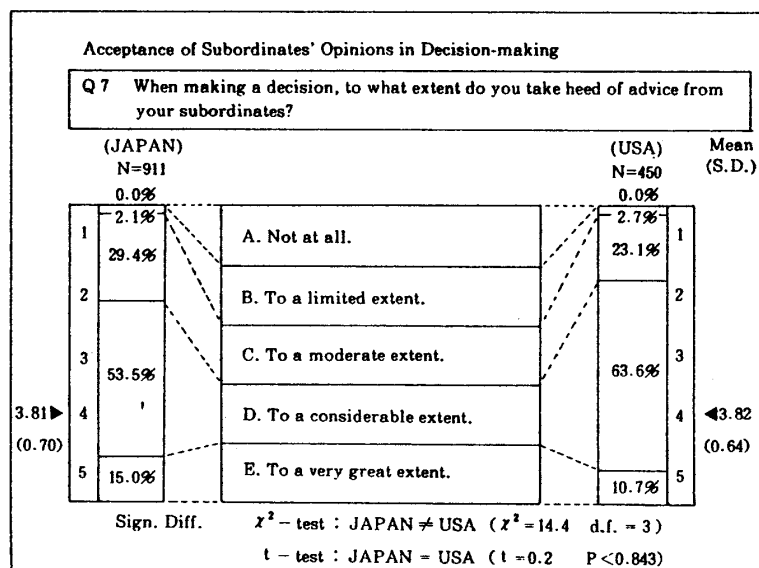
The Japanese consider the company as a united body of the same fate and in it they fall into self-oblivion, that is a character so called a sense of collectiveness. On the other hand, the Americans are generally said to be brought up with a sense of individualism that is maintained even when the individual is a part of masses. However, the response to the question "What do you think about the relationship between your personal philosophy and company policy?" (See Question 27), t-test on the mean value of answers revealed Japan=the U.S.A. ($t=0.6$ $p < 0.577$), showing no difference in the mean values.



From this result, it is considered there is not much difference between Japan and the U.S.A. That is, Americans also have to reconcile personal philosophy with the company policy in the same way as the Japanese do.

2) Consideration of interpersonal relations

It is generally understood that the Japanese have behavior based on the interpersonal relationships while Americans take more rationalized actions with little regard to the human relations. However, the survey results showed the difference in t-test for the question "When making decision, to what extent do you take heed of advice from your subordinates?" (See Question 7), was Japan=the U.S.A. (t=0.2 p < 0.843), having no difference in the mean values.



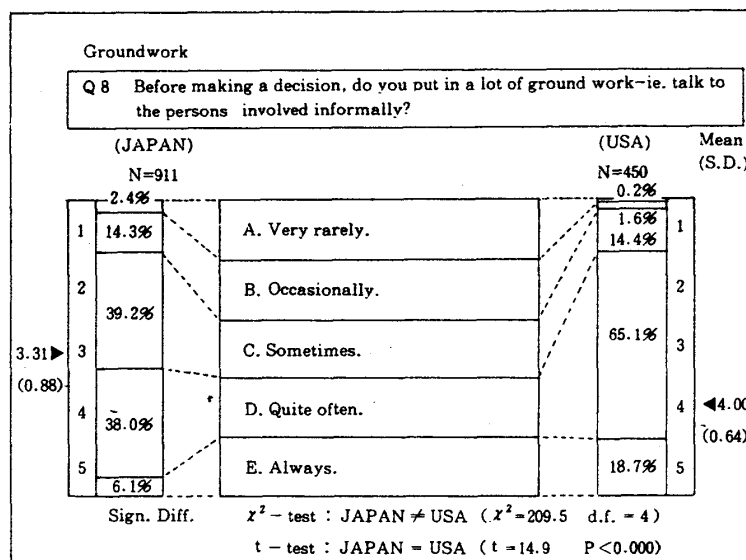
In addition, a similar survey comparing the U.S.A. and Japan, conducted by the author in 1982, there was a minor difference between the two in the way they pay high consideration to the human relationship.⁽⁷⁾

These findings are considered to be attributable in a sense, to the Japanese Sho-gai-koyo Kanko (A Custom of Lifetime Commitment) [Shushin-koyosei (Lifetime Employment)] as a key factor observed by the author. Under this system, workers have strong commitment to a company and, even when supervisors take strict control over them, they are obedient and patient in consideration of their future. This seems to be a management system background which makes drastic execution of management easier in Japan with little care of human relationships.

Basically there is a consensus among both the Japanese and the Americans the wisest approach to gain cooperation from others is to develop a deeper understanding of their situation before taking actions.

3) Nemawashi (ground work)

Nemawashi (ground work) is generally meant for establishing a supporting force by getting approval or agreement from essential people in advance when attempting to implement a new procedure smoothly in a company. This has been thoroughly considered to be very peculiar to Japan. But in response to the question "Before making a decision, do you put in a lot of ground work-ie. talk to the persons involved informally?" (See Question 8), the U.S.A. manager showed a stronger trend to doing ground work than Japanese manager ($t=14.9$ $p < 0.000$). The mean value was 3.31 for Japan and 4.00 for the U.S.A.

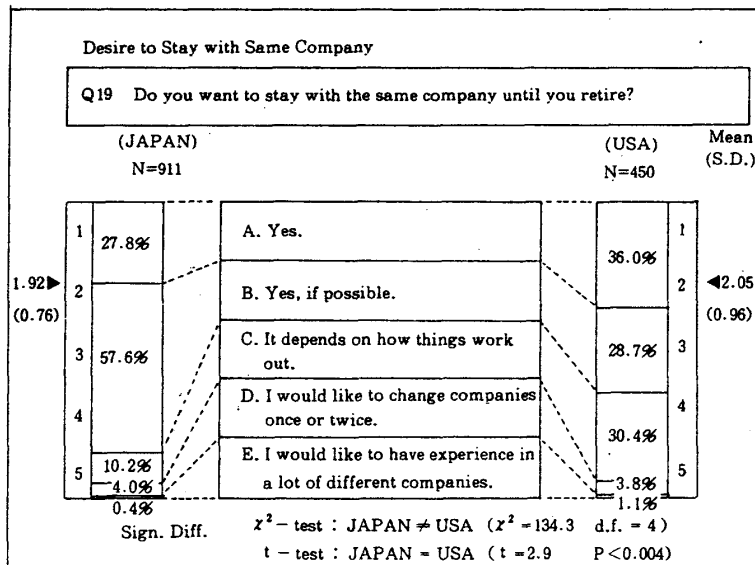


These results were consistent to finding from the author's visit to the U.S.A. in March, 1985. Then it was usual that Nemawashi occurs in the States at every possible opportunity, and worked at harder than in Japan.

It might be possibly that the general recognition of ground work as something very Japanese is the result of placing too much emphasis on the peculiarity of Japanese characteristics. It must be an accepted approach in any part of the world to lay the ground work before taking action in order to have a smooth execution.⁽⁸⁾

4) Desire to stay with same company

It is commonly believed that the Americans get higher positions and higher income by frequently changing jobs during their career. This is generally regarded as a characteristic with the greatest difference between the U.S.A. and Japan. In the present survey, to the question "Do you want to stay with the same company until you retire?" (See Question 19), t-test result was Japan < the U.S.A. ($t=2.9$ $p < 0.004$), having higher mean value in the United States. The Japanese have stronger desire to stay with the same company, showing positive significant difference between Japan and the U.S.A. However, those answering positive to "I would like to stay with the company by all means." was 27.8% in Japan while in the U.S.A. it was a higher ratio of 36.0%.



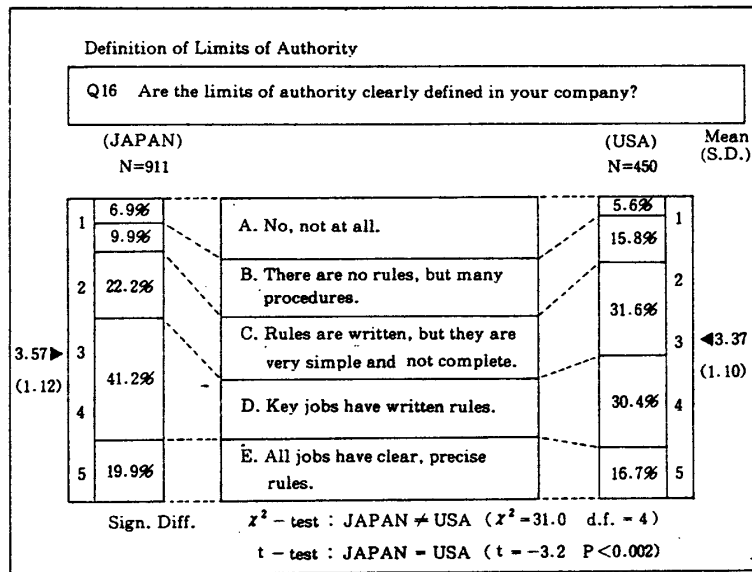
The author's survey in Japan, the U.S.A., and Taiwan also had similar results.⁽⁹⁾ The desire "to stay with the same company until retirement, if possible" was stronger in the United States than in Japan.

As far as this result is concerned, the data generate suspicion to the explanation that cultural study that ascribes a custom of lifetime commitment to a Japanese management characteristic.

Then, is there anything like the Japanese custom of lifetime commitment existing in the United States? In fact, the same system is practiced in a limited number of companies, but, as a whole, the answer is no. However, if continuous service at one company is counted as the required condition, there exist a number of companies practicing a custom of lifetime commitment in America. Here, one of the principal questions to draw our attention is having such discussion without clarifying the definition of concept in terminology such as lifetime commitment⁽¹⁰⁾ (lifetime employment), seniority system,⁽¹¹⁾ etc. before having such a discussion. Mistakes caused by a discussion without defining basic points or confirming them are found here and there.

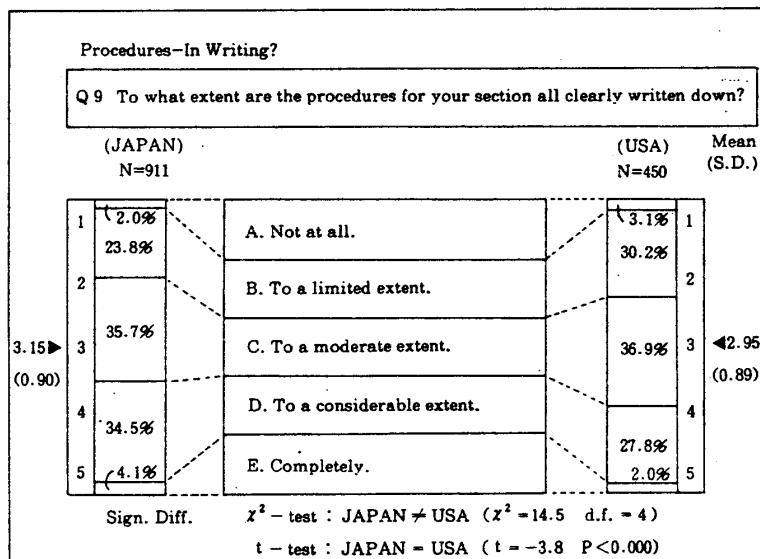
5) Standardization, procedure-in writing?

It is widely acknowledged that in the United States they implement standardization and develop manuals for work contents and procedures so that anybody can take a job in a same manner and obtain same result. In this survey, the question was "Are the limits of authority clearly defined in your company ? " (See Question 16), and its t-test result was Japan > the U.S.A. ($t = -3.2$ $p < 0.002$) showing the degree of standardization is higher in Japan.



Also there was a question, "To what extent are the procedures for your section clearly written down?" (See Question 9), and the t-test result was Japan > the U.S.A. ($t = -3.8$ $p < 0.000$) implying Japan is more advanced in setting procedures in written forms.

The result for both standardization and setting up a manual were contrast to our initial perspective.



From these data, it is observed that Japan is ahead of the United States in establishing rules concerning standardization, and providing manuals probably as the result of striving efforts in the past by introduction of management theory and administration techniques from the U.S.A. into Japanese management.

(III) Hypothesis Based on The ADAMS Survey Results

1. Japanese Management And Japanese Personnel Management

A discussion of the Japanese way management is likely to focus on lifetime employment, seniority system, in-company labor union, welfare benefits and related subjects included in the category of personnel management. Comparative studies management functions such as Marketing, R&D, Production or Finance have not been conducted. The author has researched the condition of personnel management in Japan--I dare to distinguish 'personnel management in Japan' from 'Japanese way of management'--and in this paper, set up a hypothesis of personnel management. However, when other investigators' theories are cited in this paper, the term 'Japanese management characteristics' is used as it is.

2. Studies of Characteristics of Japanese Personnel Management

With the present ADAMS survey results taken into account, the characteristics of Japanese personnel management are investigated as follows.

(1) A custom of lifetime commitment

A lifetime commitment does not merely mean long term, continuous employment. The matter to be given attention in this practice is how to renew a contract of employment. Not as in the United States of America, a contract of employment is not renewed every year in Japan. The lifetime commitment in Japan, therefore, means a custom of tacitly understanding continuous employment of the worker by the company. In addition, the worker's intention serve the company long-term from when he joins the company up to his retirement age should go with the understanding. The present survey has revealed that American exempt employee have a strong intention of long-term service. Except for a yearly renewal of an employment agreement, their commitment would be absolutely same as the Japanese commitment. In fact, in America, almost all companies do not renew a contract of employment every year and under the same conditions as in Japan, wages are increased and employees continuously perform the same job as before. The author considers that under specific conditions, even in America, so-called lifetime commitment would be firmly established as a management system and more employees would stay with the same company for a longer period of time.

The specific conditions are as follows⁽¹²⁾ :

- 1) Performance is evaluated not in a short term but in a middle or long term.
- 2) A yearly renewal of an employment agreement is not done and the management shows their intention of a long term, continuous employment to the employee.
- 3) The in-company system to develop the employee's ability is established to enlighten the employee.

Accordingly, the lifetime commitment in Japan was not born as a management system which sided with the Japanese cultural characteristics. Both the management and labor recognized advantages of this practice and supported it for a long time. As a result, the lifetime commitment has worked as an effective management system to support a stable growth of business and is widely spread in Japan. Irrespective of size, the company in Japan carries out this practice.

However, the lifetime commitment in Japan is now being modified mainly because its disadvantages are overwhelming its advantages. The disadvantages are as follows:

- 1) It is difficult to adjust an excess labor force.
- 2) It is difficult to let an outside person with certain ability required by a particular job be lured for that job.
- 3) It is hard to make labor costs flexible.
- 4) It is difficult to cope with various aging problems.
- 5) It is impossible to meet diversified requirements of jobs.

In order to absorb these disadvantages, individual companies in Japan take the following specific measures.

- 1) Selective retirement age system

Employees must consider whether they will continue to stay with the company or not at the age of 40 or 45 years. Thus, the lifetime commitment is modified.

- 2) To send or transfer employees to affiliated companies

Employees are sent or transferred to affiliated companies at a certain age, for the purpose of dealing with middleaged or aged employees in parent companies as well as controlling the personnel affairs in their affiliated companies. Thus, the long-range service system up to retirement age is modified.

- 3) Diversified hiring methods

In addition to the routine hiring of the new school graduates, which is known as a distinctive practice in Japan, there exists a great variety of hiring to meet individual recruiting requirements as stated below:

- To hire employees with special skills by job classification
- To hire employees within a specified area, i.e. the working place is specified (this type of hiring is being applied to the new college graduates.)
- To hire employees within a specified time, i.e. the working hour is specified (to hire such workers employed by contract as associate staff members, part-timers, etc. who are not included in the category of a lifetime commitment.)
- To utilize manpower dispatching companies in order to get the outside right man in the in-company right place on a contract basis.

The above-stated phenomena will become more common along with more various kinds of recruiting in Japan. This way of controlled recruiting aims at providing flexibility of labor cost, fulfillment of duties requiring special skills and flexibility of a recruiting plan which permits the management to adapt to circumstances.

While workers who are employed by contract and are not included in the category of lifetime commitment are increasing in number, members under lifetime commitment system are involved in key function and contributing to the company's achievement with a strong, stable sense of belongingness supported by a long-range service.

In this regard, the report prepared by the 'Task Force on Personnel Development Problems', the Ministry of International Trade and Industry says, ".....a contract of employment is being diversified (mechanically and functionally). As a result, although the conventional type of lifetime commitment still remains as a main trunk, a considerably diversified branches are now growing or will grow around the main trunk. The diversification will reduce the effectiveness of the conventional type of standardized employment control and will force companies to reexamine it. Since further diversification is much expected in the future, it is of urgent necessity for companies to establish a new employment controlling system in order to maintain their vitality and also to make the employee find his reason for living in his duty."⁽¹³⁾

As described above, the lifetime commitment which is regarded as one of the characteristics of the Japanese way of personnel management faces the circumstances where a significant modification is necessary.

On the contrary, in America, more companies try to vitalize their organization by securing stability of member staff, by highly motivating employees and by making them have a sense of belonging to the company. Namely, in America a high level of loyalty to the company resulting from a longer stay with the com-

pany is favorable for the management.

(2) Seniority system (Nenko Joretsu-sei)

Opinion is divided on the concept of seniority system. The author specifies it as follows: 'the assessment criteria in the seniority system should include not only the length of service, academic credentials, age and sex but also personnel balance, relative evaluation to maintain a sense of unity and other factors beyond the fixed parameters. To carry out job-ability classification system, a main system of personnel management, and such sub-systems of personnel management as promotion, up-grading, wages, etc. according to the above-stated assessment criteria is the seniority system.'⁽¹⁴⁾

The seniority system is explained by the relationship between the assessment criteria and the management system. Based on the results of my survey on 'the actual condition of assessment system in Japan' conducted in 1985, the present state of Japanese assessment system is discussed below.⁽¹⁵⁾

Like the lifetime commitment, the seniority system is now changing rapidly to cope with changing circumstances. Table I entitled 'assessment procedures: Introduction and revision' reveals the following features:

- 1) Job-ability classification system, merit-rating and performance appraisal were introduced before 1955 and since then, they have been central to the assessment system.
- 2) In the decade between 1965 and 1975, the assessment system was rapidly diversified and the resulting new procedures were continuously used in the decade after 1976.
- 3) In and around 1978, job-ability classification systems and merit-rating were actively improved and the improved procedures have been employed until now.
- 4) Measures to cope with aging problems were started around 1980.
- 5) C.D.P. (Career Development Program) will be enthusiastically introduced from now on.

Table 1: Various assessment systems: Introduction and revision

Name	Year													
	'64	'65~'74	'75	'76	'77	'78	'79	'80	'81	'82	'83	'84	'85	'86
Shikaku classification system	△△△△ △△△△ △△△△ △△	△△ △△ △	○	⊗		△	⊗	○	○○ ○○	○○ ○○	○○	○	○	△
Job grading system		○											○	
Job classification system								○						
Merit-rating (Ability, Behavior)	△△△△△△ △△△△△△ △△△△△△ △△△△△△	○				○		○○	○○ ○○	○○ ○○	○○	○	○○ ○○	○○ ○○
Performance appraisal	△△△△ △△ △△△△ △ △△△△					○		○	○	○○	○	○○	○○	○ △
Management by objectives								△	△	△	△	△	△	△△△ △△ △△
Tests, educational evaluation		△ △ △ △ △					△		○					△△ △△ △△
Interview, report		△ △ △								△				
Self-appraisal, observation by superior	△	△△ △△ △△			○	△		△			○			△
Attitude test	△	△						△			△			△△△
Selective retirement age system		△				△		△	△		△	△		
Early retirement at the suggestion of the company			△						△					△
Specialist system	△ △	△ △			△ △			○ △	△ △		△△ △△			△ △
Managers retirement (termination) system		△						△	△			△		
Leaving-the-post system for managers		△ △					△	△	△					
Discontinuance of wage increases at the age of 55 or older		△△ △△					△	△	△△△ △△△					
Career development program														△△△△△ △△△△△ △△△△△

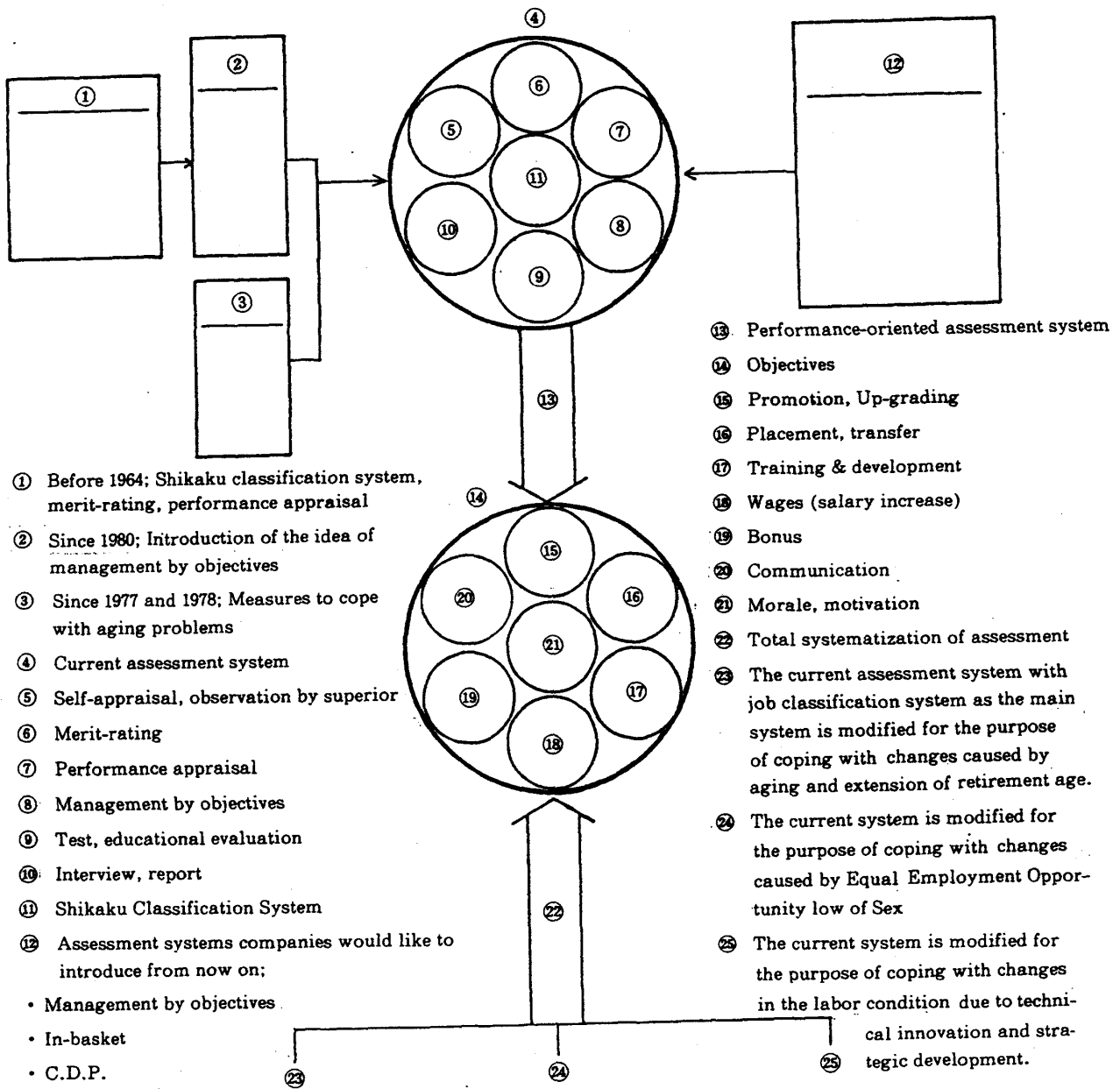
Notes: △The year when an assessment system was first introduced.
○The year when an assessment system was given late modification.
●The year when a further modification was made.

Based on Table 1, the present state of Japanese assessment system is illustrated systematically in Fig.1, which discloses the shift from seniority system to ability-oriented management.

Fig.1 reveals the following features:

- 1) Before 1964, job-ability classification system, merit-rating and performance appraisal were the three major procedures of the assessment system.
- 2) Measures to cope with aging problems started in 1977 or 1978. The idea of management by objectives started to underlie the assessment system in 1980.
- 3) The best three assessment procedures companies would like to introduce from now on are management by objectives, in-basket and C.D.P.
- 4) job-ability classification system⁽¹⁶⁾ as a main system and other sub-systems integrate the present assessment system.
- 5) In order to cope with changes in the labor condition due to aging, extension of retirement age and technical innovation, individual companies are now trying to systematize assessment procedures.

Fig.1: Shift from seniority system to ability-oriented management



The present survey results on the assessment system question whether it is proper to regard the seniority system as one of the personnel management characteristics of Japanese management. The seniority system is becoming a shadowy existence and performance-dominated management (management mainly based on abilities and efforts) is gradually prevailing.

In America, empirical studies on the assessment system have been more actively made and so-called result-oriented management (management based on to what extent an objective or a goal has been achieved) has infiltrated. However, recently in America, many companies have changed their assessment principle from a short-term achievement evaluation to a long-term achievement evaluation.

(2) In-company labor union

The in-company-union characterizes the Japanese labor union organization. Namely, the union is organized within a factory or within an office. Sometimes several unions are organized even in one company and in this respect, Japanese unions differ from American unions which are generally Nationally organized by craft or industry.

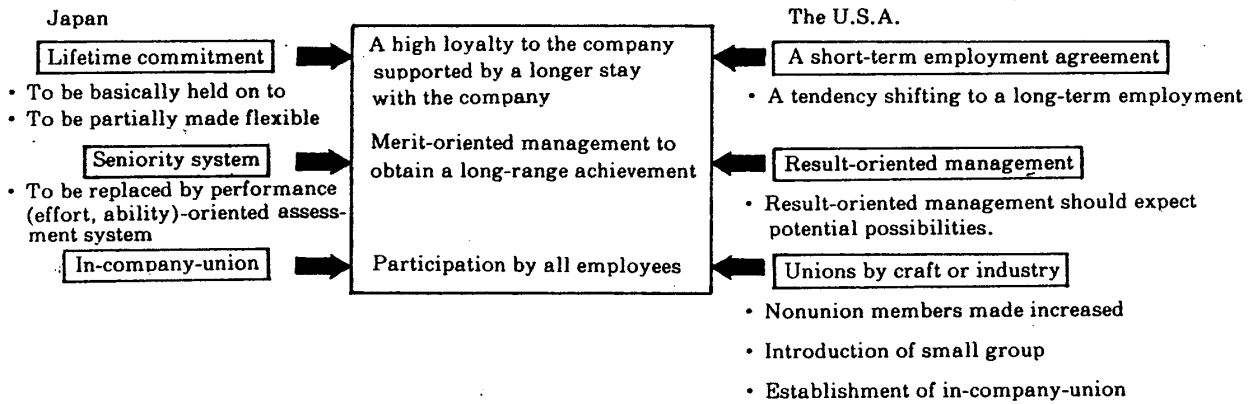
The in-company-union functions to reinforce the worker's sense of identification with the firm and his intention to stay with the firm for a long time. For these reasons, unions benefit the individual firm's management. In America, since labor unions are organized by craft or industry, they cannot yield the same benefit to the organization as the Japanese unions do. However, recently in America, some companies have endeavored to incorporate union members into the firm by introducing small group operations to increase nonunion members.

Due to lack of space in this paper, the author cannot discuss the labor union itself.

3. Convergency of Japan and U.S. personnel management characteristics

The three major characteristics of the Japanese personnel management and the corresponding characteristics of the American personnel management, as discussed above, can be arranged in Fig.2. Clearly, there is a tendency toward convergency between the two. The objectives of the convergency are (1) to cultivate high loyalty to the company supported by a longer stay with the company, (2) to carry out ability oriented management in order to obtain a long-range achievement, and (3) to implement participation into management by all employees. The final purposes by achieving these objectives are a long-term corporate growth and a corporate development by a highly motivating organization power.

Fig.2: Convergence model of international management



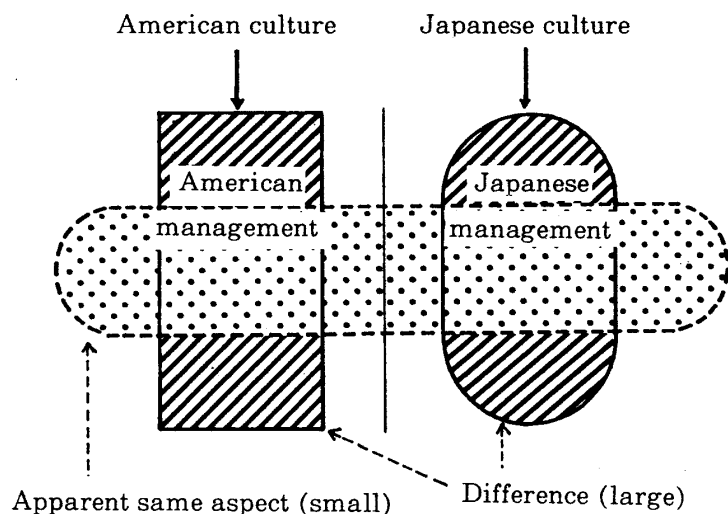
4. Hypothesis of inverse proportion relationship between management level and cultural influence

The ADAMS survey results disclose that there are many common aspects of managerial behavior between Japan and the U.S.A. As far as the management systems are concerned, there is a tendency toward convergency between the two countries, as shown by reinforcement of desire to stay with the same company and of assessment system.

Haven't we stuck to evaluation of things managerial through culture without any doubt, have we? This way of looking at management is illustrated in Fig.3.

From the cultural point of view, of course, Japan greatly differs from the U.S.A. and the individual culture is expressed as a rectangle and an oval, respectively, so that the difference is visible. The so-called cultural approach has placed much emphasis on difference in management, which is attributable to a different degree of cultural influence. This is because, as proven by the ADAMS survey results, the

Fig.3: Cultural approach to management



Japanese management has been observed too much from a cultural point of view in order to overstate the peculiarity of Japanese management.

When comparing management among different countries, we have to use a common scale. By the use of the scale of management, we notice so many common aspects.

Originally, management is dependent on a corporate principle to seek economic rationalization and this principle is common to every country in the world. As shown in Fig.4, with respect to management systems, companies have made necessary improvements, reform, research into management systems of other companies or other industries, and efforts to absorb advantageous factors. The difference in these activities appears to generate variance of management level among companies.

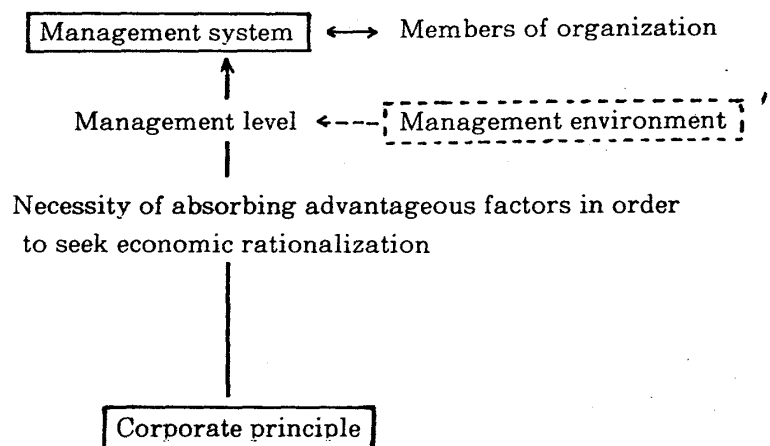
Although many opinions have been reported on which factors are included in management environment influencing management system,⁽¹⁷⁾ the author does not discuss management environment in detail in this paper. The reason why the author connects management environment to management level with a dotted line in Fig.4 is that the management level

greatly depends on the management environment. One of the major factors of management environment is a management attitude to seek economic goals with top management, who decide management philosophy and policy, being a leader. An intention of determining in which direction management should go is a major environmental factor of management.

Management systems are operated by the members of the organization. The behavior and consciousness of the members of the organization are related to the management system. Such a framework of the management system has been discussed by Professor Kozo NISHIDA and others.⁽¹⁸⁾

The author considers that the difference in management level results in the variance of management systems and that this is common to every country. In other words, there is an international drive toward convergency for 'good management'

Fig.4: Formation of management system



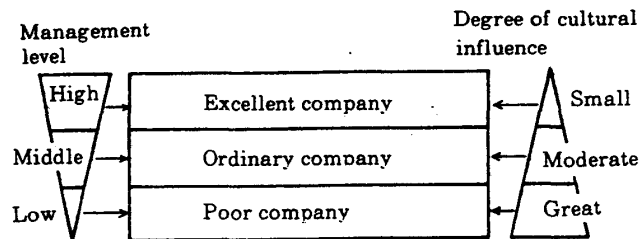
or 'excellent management.' Then, of course, the question is what is 'good management'? Excellent management not only presents a high achievement but also possesses superiority in structure, strategy, people, management style, system & procedures, guiding principles, shared values, and present hoped for corporate strengths or skills, which are regarded as "Mckinsey seven S"⁽¹⁹⁾.

When companies are stratified by management level, the relationship between the degree of cultural influence and management level can be described as illustrated in Fig.5.

This figure illustrates a hypothesis that 'the degree of cultural influence on management system would be in inverse proportion to management level'.

In an excellent company with a high management level, its management system is influenced by culture only slightly. On the contrary, a company with a low management level is greatly influenced by culture.

Fig.5: Relationship between management level and cultural influence



The excellent company is not determined by size of corporate business or amount of profits. Among small-to-medium-sized enterprises, there are excellent companies with a high level of management which are less subject to the influence of culture. The opposite, of course, exists. The author hypothesizes that the above mentioned relationship between management system and the degree of cultural influence could be applicable to Japan, the United States or any other country.

According to this hypothesis, there will be no international differences in management characteristics when administrative management technique is highly sophisticated in every country.

III Conclusion

In the past several years, I have continuously conducted international comparative studies on personnel management. This paper is the summary of what was observed as a result of the studies. More description is essential on the method to corroborate this hypothesis and the relationship between the hypothesis and international transfer of management techniques. But, because of time limitation and so forth, that was not attempted in this paper.

The author plans to continue comparing international management systems with

an intention to verify this hypothesis through such corroborative studies.

Footnotes

(1) Geert Hofstede : 「 Keiei Bunka no Kokusai Hikaku 」 “International Comparison of Management Culture” Quotation from P.12, 1984, Sanno Dai Publishing Dept. To the question of what is culture, Geert Hofstede had the following definition quoted from a book by Kluckhohn, [Culture is a style of idea, emotion, and response that are learnt and communicated mainly through symbols.

Culture is composed of excellent achievement created by groups of people, including various items that were given certain concrete shapes by human hands. Core of culture is made up of traditional (that is succeeded throughout the history) concept and the values added to this traditional concept.] And the definition of self is expressed as [integrated programming of human psychology that can distinguish a member of one human group from the members of other groups.]

(2) For example, joint work by Sugimoto and Ross Mouer 「 Nihonjin wa Nihonteki ka 」 “Are the Japanese people really ‘Japanese’?”, Toyo Keizai Shinposha, 1982

(3) Ryushi IWATA, 「 Nihonteki Keiei Ronso 」 “Dispute on ‘Japanese Management’” Nihon Keizai Shinbunsha, 1984

(4) Masao HANAOKA; 「 Nihon no Romu kanri 」 “Personnel Management in Japan” Hakuto Shobo, 1983. Refer to p.165-202

(5) Survey Result Report of ADAMS Research Group is published both in Japanese and English. “Managerial Behavior in Japan and the U.S.A. A Cross-cultural Survey” J.P.C. published in 1984.

(6) Based on the survey result of ADAMS, serially published on “Kigyo to Jinzai” (Company and personnel), Industrial Labor Research Institute, 1985, No.412-418, by the title 「 Nichi Bei Kanrisya Hikaku Ko 」 “Comparative Study of Managerial Personnel in Japan and the U.S.A.”

Also, a paper titled 「 Nichi Bei Kanrisya kodo no Tokucho 」 “Characteristics of Managerial Behavior in Japan and the U.S.A.” was in “Romu Kenkyu” (The Personnel Research), Japan Personnel management Research Association, 1984, Vol.37, No.8

(7) Hanaoka, op.cit., PP.175-176.

(8) “The Economist” Nov.10, 1984. P.69, touching upon the ADAMS Research and introduced about ‘nemawashi’ as follows. “Americans appear to be more democratic in making decisions. They do more ground work, including discussion

between managers and employees.”

(9) Hanaoka, op.cit., P.176

(10) Hanaoka, op.cit., PP.57-58.

(11) Hanaoka, op.cit., PP.81~82

(12) Hanaoka, op.cit., Partial quotation from P.177

(13) Edited by the Ministry of International Trade and Industry, Minister's Secretariat Planning Bureau, 「 Tenkanki no Jinzai Kaihatsu 」 “Personnel Development in Turning Point ”, published by Research Institute of International Trade and Industry, 1985, quotation from P.77

(14) Hanaoka, op.cit., PP.81-82.

(15) Presented at the 18th Conference of Japan Management Diagnosis Society (held on Oct. 18, 1985) with a theme “Appraisal System and Seniority System in Japan.” This survey was conducted by analysis of hearing data from 21 large enterprises in Japan.

(16) Classification system is diversified in contents. Masao HANAOKA;

「 Shikaku-seido no Rekishi-teki Hensen to Kankyo Tekio-sei 」 “Historical Transition of Classification System and Environmental Adaptability”, Daito Bunka University, Economic Journal No.40, September, 1985

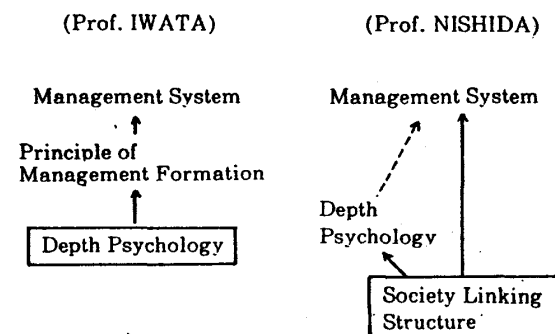
(17) Hiroyuki Itami; 「 Nihonteki Keiei Ron o Koete 」 “Beyond the Study of Japanese Management” Toyo Keizai Shinposha, 1982, P.171-179

Masao HANAOKA; 「 Senriyakuteki Kigiyo Kodo 」 “Strategic Enterprise Behavior”, Hakuto Shobo, P,183-192

(18) Kozo NISHIDA; 「 Nihon Shakai to Nihonteki Keiei 」 “Japanese Society and Japanese Way of Management”, Bunshindo, 1982.

There is an explanation on P.85, about the difference of framework by Professor Iwata and Professor Nishida as below.

Difference of Framework in Explanation of Japanese Management



note) —→ indicates causal relation.

-----→ indicates weak causal relation.

(19) T.Peters & R.Waterman, Jr.; "Excellent Company" Kodansha, 1983, quoted from P.40