

Humanistic Management for Decent Work and Japanese approach

Naoki KURIYAMA

Soka University, Tokyo, Japan

Decent Work

Humanistic Management

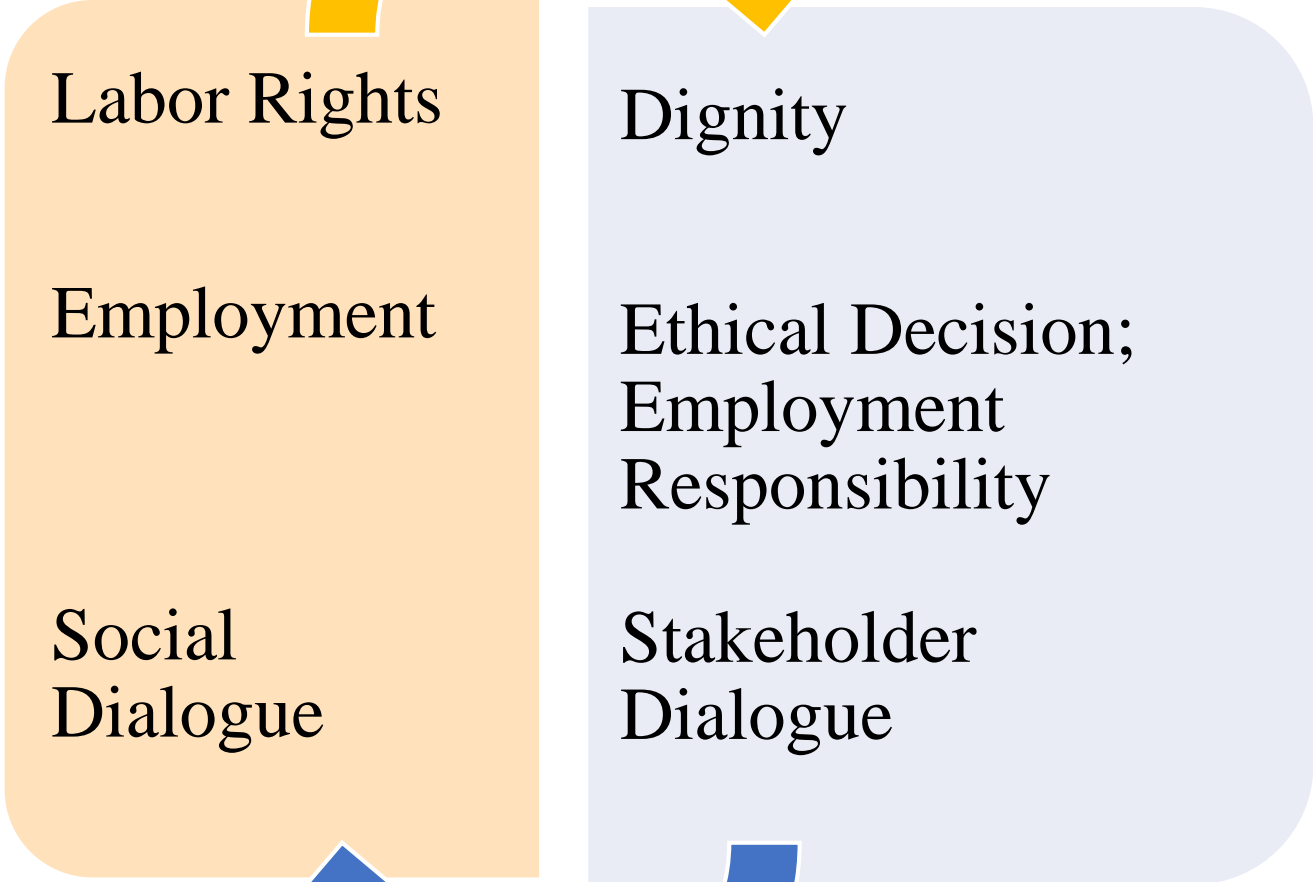
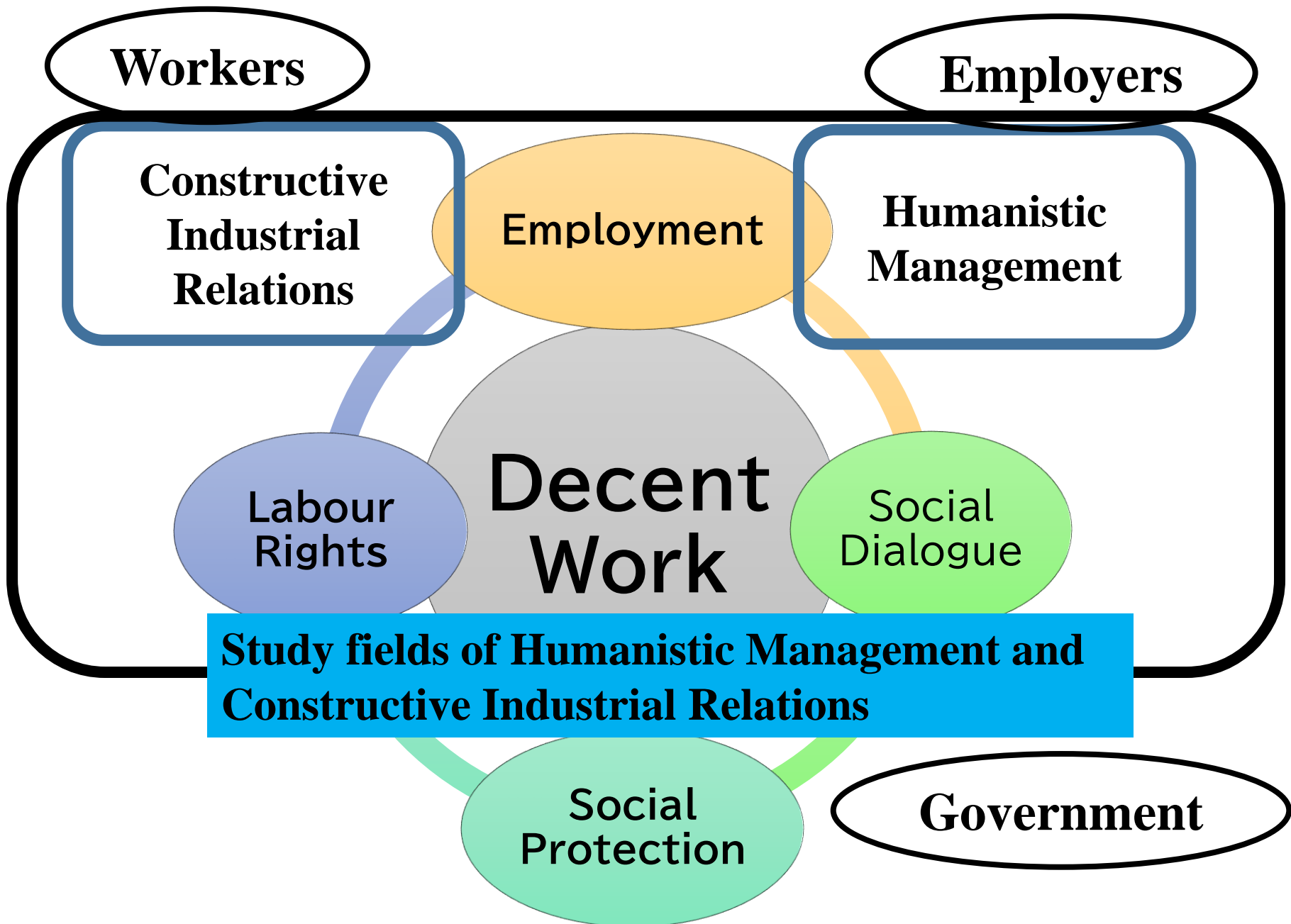


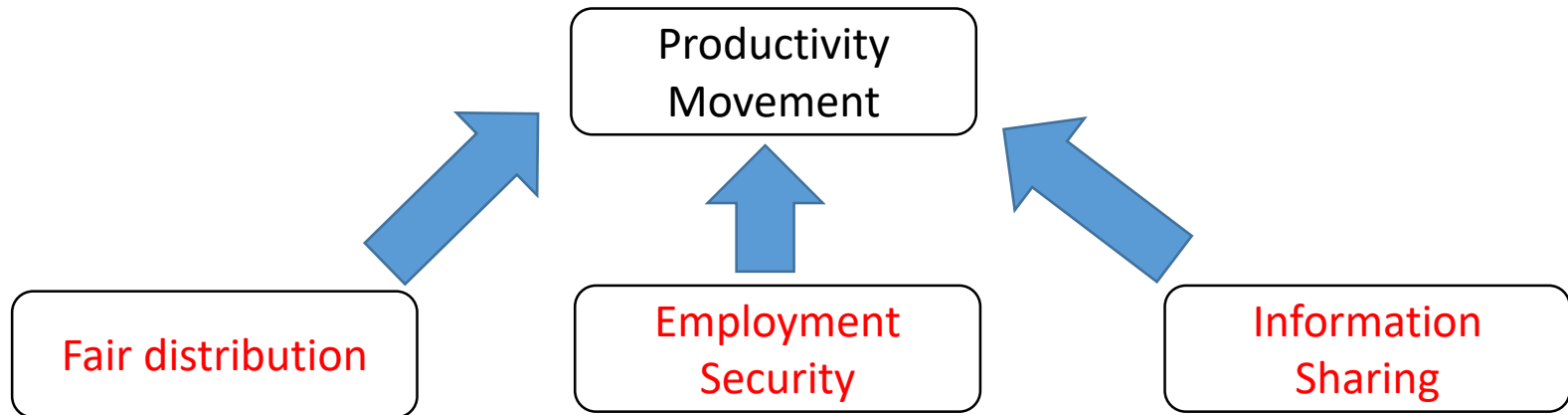
Figure 1: Shared factors



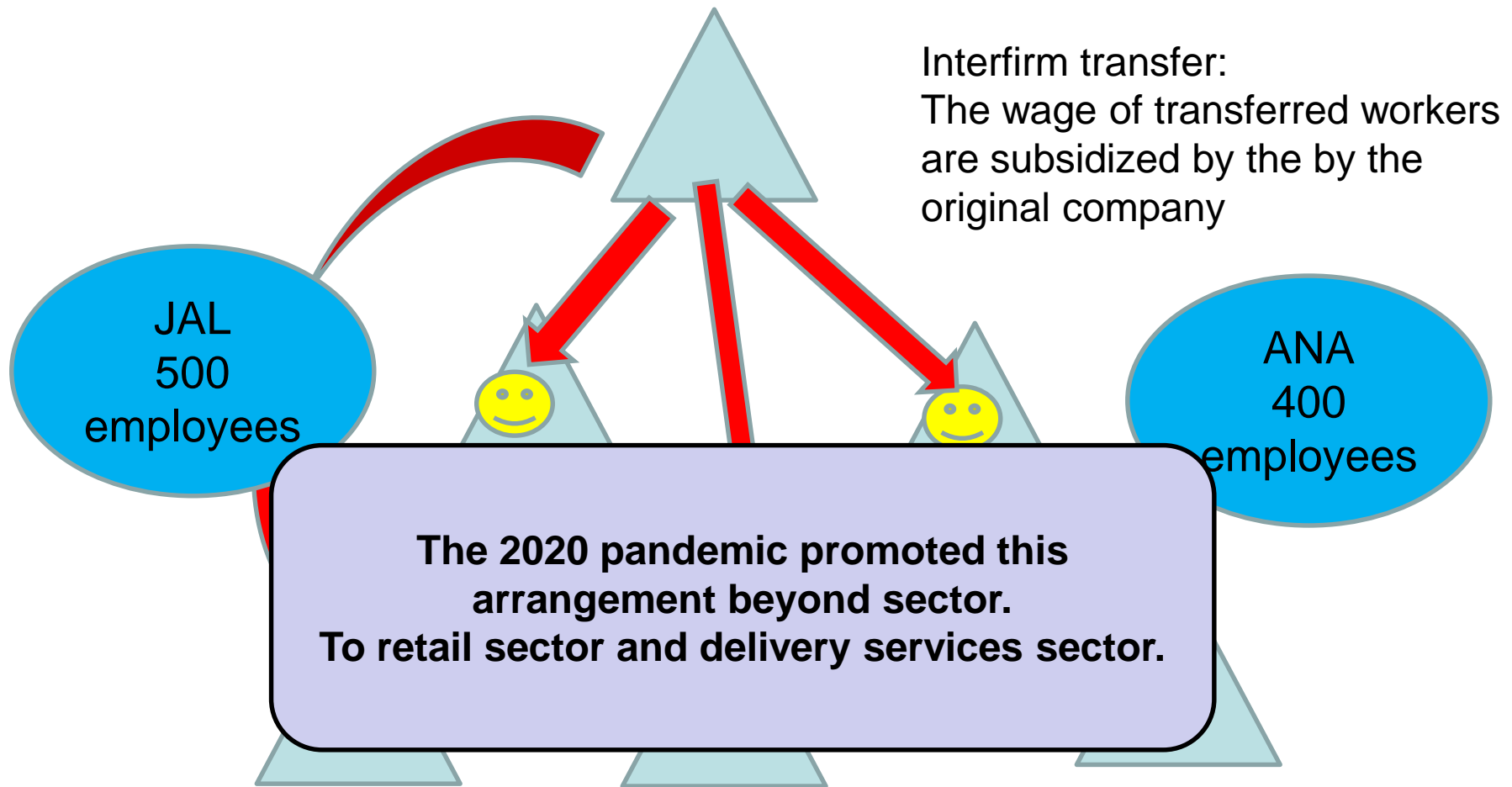
Ethical decision by Japanese Management

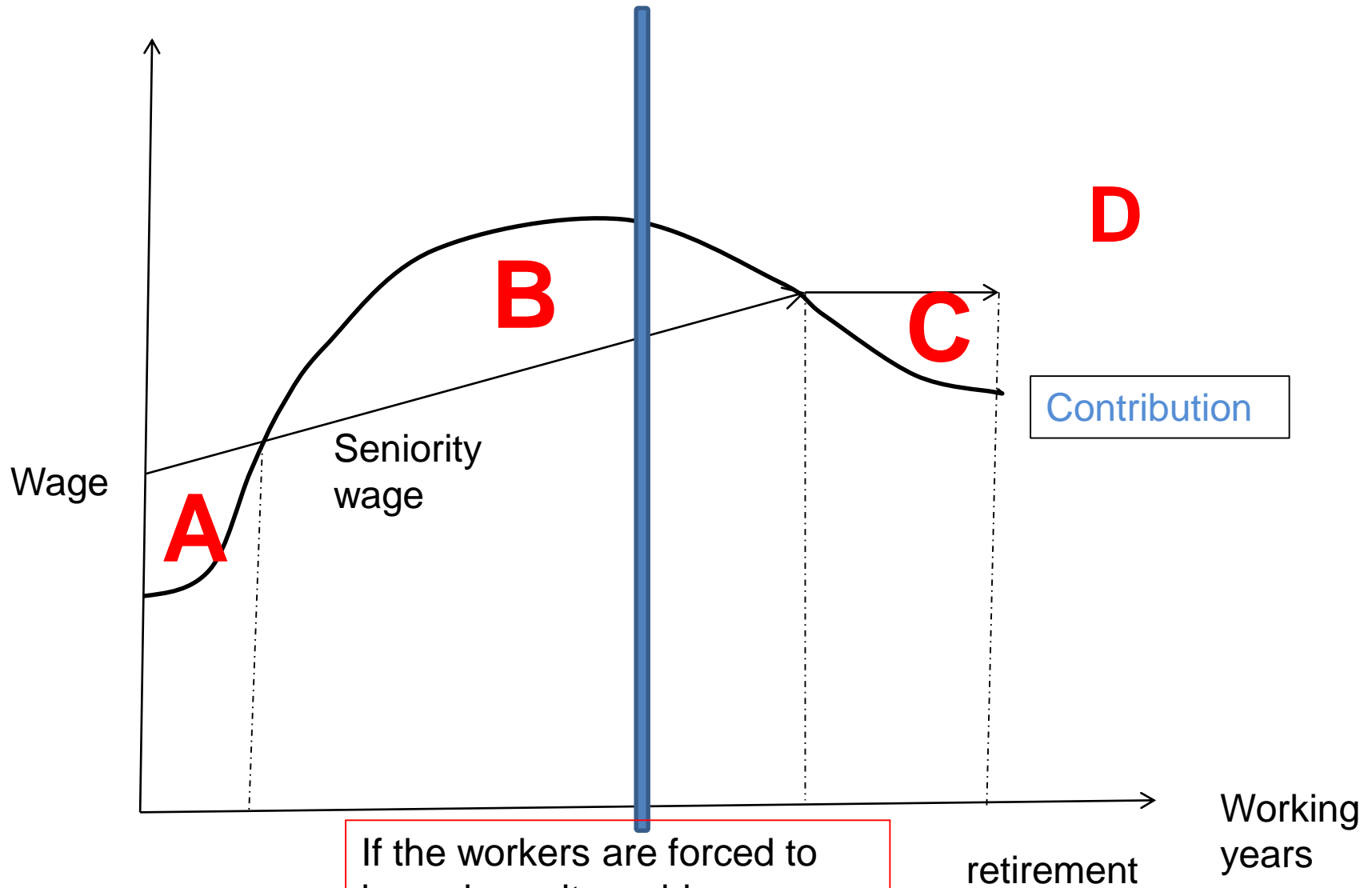
Employment Security

- The most important responsibility for employers during the successful productivity movement in Japan.
- It is psychological contract which is a powerful source of high commitment of workers



Shukkoh Practice: Company arrangement of Outplacement for Employment Security





If the workers are forced to leave here, it would cause a violation of psychological contracts.

Employment security is affected by ethical decision of employers

- Employment is the major source of income to manage their cost of living.
- Unemployment has several negative societal effects, such as poverty, wasted human resources, and an increase in criminal activity.
- Securing employment can create opportunities for people to apply their resources and improve their well-being.

Big Sympathy with respecting Humanity among managers and workers



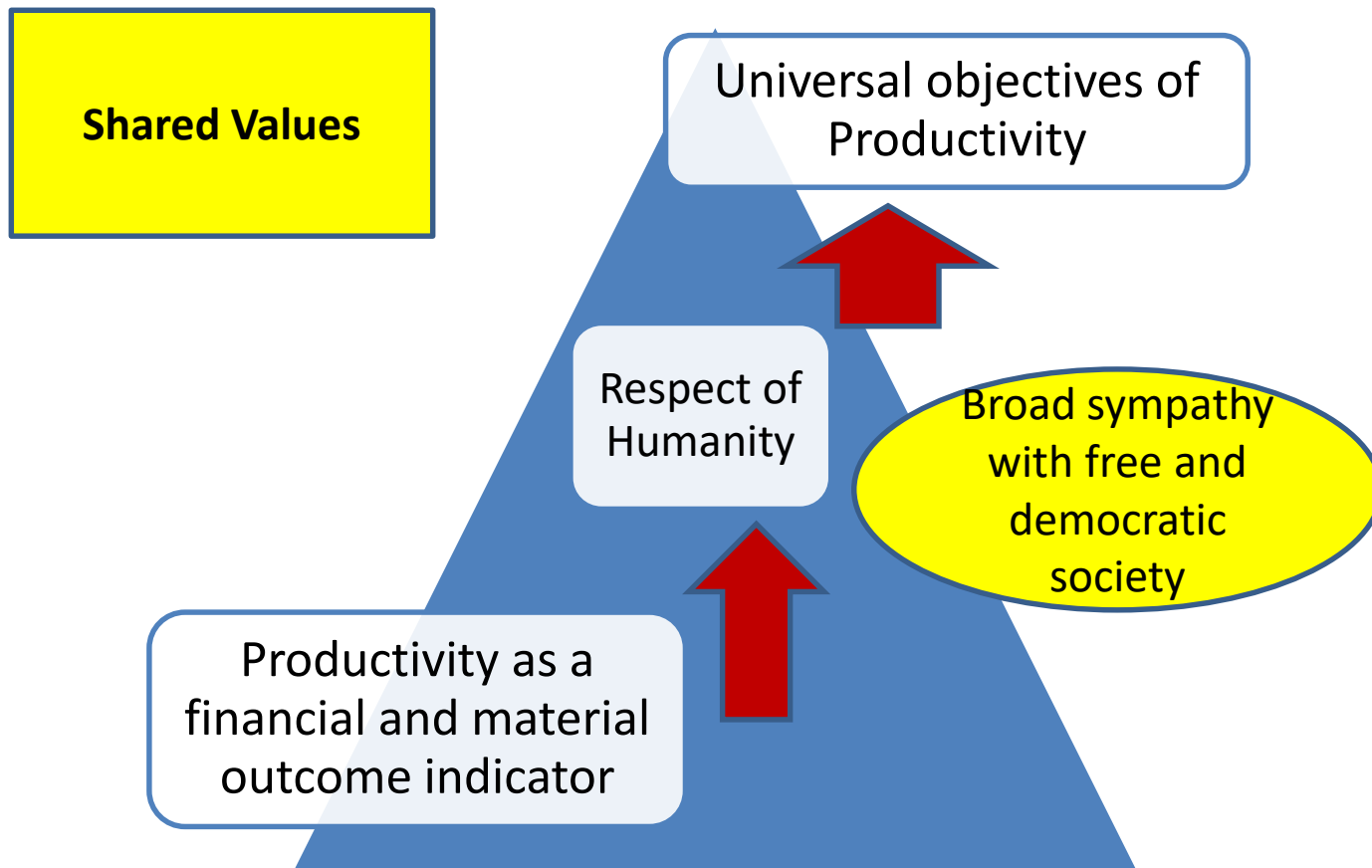
(1894 to 1989)

- Respect of humanity fitted with the value of Japanese social partners after the world war II .
- Konosuke Matsushita, the founder of Panasonic; the most respectful manager in Japan said that “the company is the place for realizing employees’ humanity and growth.”

Today

Matsushita Memorial Library reopened in the 3rd of December 2013 in front of Kyoto station.

Importance of universality of productivity movement

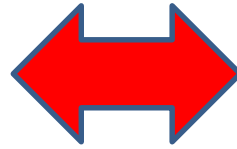


Source: Yasuo Murasugi (2013), *Kigyounai no Rosikankei* (In-house Industrial Relations), Japan Productivity Center, p.103

Productivity and Humanity at Constrictive Industrial Relations

Labour Union

- Respect of Humanity



Employers

- Rationalism, Cost-efficiency

Aspects of Humanity	Respect of Humanity	Subjects of IR
1. Working life	Indispensable	Health and safety Mental health Environment quality
2. Skill	Limitless potentials	Evaluation Training and Development Placement and Rotation Promotion
3. Emotion	Social connection	Division of Labour Participation Communication at workplace

A Japanese approach of stakeholder engagement

- the bottom-up joint efforts, communications.
- ‘By identifying effective and efficient response measures, both parties can enjoy the advantage of reductions in the cost of compliance and auditing costs’ (The Commentary of the Tokyo 2020 Olympic and Paralympic Games Sustainability Sourcing Code).
- The process of engagement, empowerment, communication, and dialogue.

Responsible management in supply chains and Matsushita

- In the process of enforcement, engagement, and empowerment, communication and dialogue with suppliers are important for creating a desirable situation to execute ethical sourcing.
- A long-term commitment to the supply chain having a fostering function to local suppliers. This approach is represented by the philosophy of Matsushita's **Kyozon-Kyoei (Co-existence and Co-prosperity)**.

Building constructive labour-management relations at Panasonic

- The monthly management consultation meeting comprising the top management and labour union has been held since July 1946.
- He called the principle of labour-management relations is 'confrontation and harmony'



Active stakeholder engagement through dialogues

- The joint consultation body comprising the labour union and managers was set up in 1956. The committee met once a month to share insights on topical issues for facilitating mutual understanding.
- Matsushita stressed that the purpose of union's participation in management is to promote humanization at workplaces and stabilize employment.

Mutual prosperity with Retailers

- He expanded the external sales networks by partnering with small shops and retailers.
- Matsushita provided support in various forms, such as shop reform, electrical signboard, and bonuses to shops that agreed exclusive sales to Matsushita.
- Matsushita's idea of mutual prosperity materialized as a policy for sales agents.
- 'Kyozon-Kyoei' (coexistence and mutual prosperity)

Matsushita invited 200 shop owners to a hotel in Atami in 1964. He apologized for the fall of sales because of the lack of care by the head office. A big empathy of mutual prosperity was spread among the participants.



Mutual prosperity with Suppliers

- Matsushita established a suppliers' association in 1970; the association comprised of around 6000 suppliers. These suppliers heavily depended on the production orders from Matsushita Electronic.
- This association aimed at upgrading production capacity, developing human resources, and sharing information and welfare benefits.

Suppliers visited the other suppliers to learn upgrading their production.



Better Work by the ILO

- At the factory level; Establish and mentor worker-management committees, helping them identify and tackle challenges in their factories.
- 65% of Better Work Vietnam factories have seen a rise in total sales, 62% have increased production capacity, and 60% have expanded employment.

Concluding remarks

- New research project for Decent work and constructive labour management relations for humanistic management (tentative name)
- I am applying government research grant (kakenhi) from next academic year.
- Anyway, I will propose the link of website under the Japan chapter in collaboration with Dr. Mari Iizuka.