



Philosophy of Japanese management Tomsk Polytechnic University

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Abstract

There are some common principles of control which are used by different countries and which take into consideration certain national values, features of national psychology, mentality and etc. Japanese management system is recognized as the most effective one world over, and the main reason of its success is an ability to work with people. Japan is considered to be a country with its special culture and traditions. When it once was on the brink of ruin after the World War II, Japan managed to revive its economy. First of all the specificity of Japanese management conducted this. The emergence of Japan in the world market became possible through specific approach to management of production and workflow. And nowadays the Land of the Rising Sun is known as the main producer of innovative technologies. Specificity of Japanese management is based on taking into account people's psychology and their social status which helped to achieve the great success in an industry. It was adopted for improvement of traditional management methods of staff in other countries with developed economy.

Keywords: Japanese management, management system, control methods, human resources, interaction, characteristics of Japanese employees.

1. Introduction

There is no common management theory for all time. There are only common principles of control which have been generated by Japanese, American, French and German management systems with their unrepeatable features in so far as they take into consideration some national values, qualities of national psychology, mentality, etc. Japanese management system is recognized as the most effective one world over, and the main reason of its success is an ability to work with people.

Japan is considered to be a country with its special culture and traditions. When it once was on the brink of ruin after the World War II, Japan managed to revive its economy. First of all the specificity of Japanese management conducted this. The emergence of Japan in the world market became possible through specific approach to management of production and workflow. And nowadays the Land of the Rising Sun is known as the main producer of innovative technologies.

2. Features of Japanese management

The majority of experts emphasize several characteristic features of Japanese management which have existed for many decades and nowadays are altering influenced by European management.

Japanese management usually uses the most useful management concepts of Western countries, their techniques and methods adapting them to their own national features. It saves and strengthens their values and conduces to establishment of a special style of thinking and techniques which are characteristic of only Japanese managers.

In recent years worldwide the interest to Japanese forms and methods of management has been growing, as the rapid and successful growth of an economy of this country has helped it to take up a leading position in the world. Japan is the largest producer of passenger cars. It dominates in the production of almost all types of mass semiconductor chips. It is recognized as the most competitive country in the world. It is a leader in

literacy, social policy, quality of life. These and other achievements are largely determined by a high level of management whose founders were Matsushita, Kurata, Isizaka, Honda, Morita, Ibuka and etc [4].

Japan was the first country in the world which started to develop modern management with a “human face” involving all employees in activity of companies and enterprises to produce high-quality products with low costs. This country is poor in natural resources and there is a traditional principle which sounds like “our wealth is human resources” and according to this principle conditions for the most effective use of these resources are created. Actually Matsushita noted a need of correct assessment of human potential and creating of conditions for its productive growth. That is why there are the three most important elements of the production process in Japan: humans, finance and technology [3].

Japanese model of management is founded on the idea that “we are all the one family”. That is why the most important task for Japanese managers is to establish good relationships with employees, to make them to understand that employees and managers are the family. Companies which manage to do this have reached the biggest success. The survey of “Sony Corporation” employees shows that 75-85% of interviewed employees consider themselves a “team” joint actions of which bring benefit to all its members [1].

Practice shows that employees who have been working together for a long time make an atmosphere of a self-motivation and inspiration. Management mostly has a recommendatory character. In these conditions managers should not fix too distinctly on responsibilities of each person because everyone is ready to do what is necessary.

There is a clear and understandable target in any group which joints the firm's personnel in the team of like-minded people who set to find the solution to the main problem.

The important component of Japanese management is the system of “lifetime employment”. In Japan adherence to one’s company is encouraged, and it is expressed in the system of stimulation and promotion. The more one works, the higher one’s rank becomes and consequently one’s salary. But there are some special logical and obvious nuances. For example, promotion and increase of earnings level depend on the quality of work of employee and it creates a competition within the organization.

Japanese management system aspires to strengthen employee identification with the company. Sometimes employees even sacrifice their own interests for the interests of the company: they rarely use their day off, do overwork unconditionally, do not use their vacation completely considering that, otherwise, they will demonstrate a lack of allegiance to the company.

As a result, there is almost no staff turnover in Japanese companies. Judging by the statistics 1000 workers of automotive industry accounts for only 25 days of absenteeism (in US it is 343 days that is in 14 times more) [1].

Japanese management achieves a high intensity and labor productivity, always inspiring to every employee, that his personal well-being depends on results of company’s activity, using a material and spiritual incentives including a lot of payments for social purposes.

An important way of strengthening the connection of employees with management and with the company in general is encouragement of intensive communication with each other that can be expressed in many forms. For example, all staff starts a day, except Saturdays and Sundays, with exercises and singing of a company anthem. Thereafter all employees declaim precepts posted on walls and devoted generally to hard and conscientious work, obedience, diligence, modesty and thankfulness. In Japanese companies the day of the company foundation is celebrated annually. It gives an opportunity to management of the company to implement the idea of a “community of interests” of entrepreneurs and workers.

It is a norm for a Japanese manager to attend daily a production process, communicate regularly with subordinates, solve all problems on the spot, talk with employees and specialists about further ways of production improvement and increase of an economic efficiency. If there are some complaints by the employees, executives respond immediately.

Japanese management is characterized by features of salary form and size. Primarily the salary depends on a work experience and results of work. Big Japanese corporations provide their employees with many additional benefits: allowances for the family, travel expenses to and from work, medical service, social insurance and other payments for social needs [2].

Japanese management uses a certain recruitment, promotion and training of employees. When hiring graduates of secondary schools and universities, the establishment of working dynasties is encouraged, i.e. the employment of children and close relatives of employees. Recruitment on the recommendation of any employee who has a responsibility for his recommendation is practiced widely. Statistics tells that the number of people who were hired by the recommendation in Japanese companies is about 45% [1].

3. Conclusion

Specificity of Japanese management is based on taking into account people's psychology and their social status which helped to achieve the great success in an industry. It was adopted for improvement of traditional management methods of staff in other countries with developed economy.

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