

<i>List of figures</i>	vii
<i>List of tables</i>	ix
<i>List of contributors</i>	xii
<i>Foreword</i>	xiii
<i>Acknowledgements</i>	xvi
Introduction: forces for homogeneity and diversity in the Japanese industrial relations system	1
<i>Mari Sako</i>	

Part I

1 Trends in Japanese labour markets	27
<i>Yoshio Higuchi</i>	
2 Labour law issues in a changing labour market: in search of a new support system	53
<i>Kazuo Sugeno and Yasuo Suwa</i>	
3 Corporate strategy and human resource management	79
<i>Takashi Kawakita</i>	
4 Human resource management systems in large firms: the case of white-collar graduate employees	104
<i>Hiroki Sato</i>	
5 Women at work	131
<i>Akira Wakisaka</i>	
6 Ageing workers	151
<i>Atsushi Seike</i>	
7 Internationalisation of the labour market: foreign workers and trainees	168
<i>Koichiro Imano</i>	

Part II

8	Rengo and policy participation: Japanese-style neo-corporatism? <i>Toru Shinoda</i>	187
9	The public sector and privatisation <i>Naoto Ohmi</i>	215
10	Shunto: the role of employer and union coordination at the industry and inter-sectoral levels <i>Mari Sako</i>	236
11	Business diversification strategy and employment relations: the case of the Japanese chemical textile industry <i>Michio Nitta</i>	265
12	Worker participation: collective bargaining and joint consultation <i>Keisuke Nakamura</i>	280
13	New unionism: beyond enterprise unionism? <i>Hiroyuki Fujimura</i>	296
14	Labour-management relations in small and medium-sized enterprises: collective voice mechanisms for workers in non-unionised companies <i>Hiroki Sato</i>	315
	<i>Appendix</i>	332
	<i>Index</i>	337

Figures

1.1	Average tenure profiles by age and sex in Japan, the USA and Germany	29
1.2	Percentage rate of companies introducing labour adjustment in manufacturing industries per quarter from 1987-94 by method of implementation	33
1.3	Time-series transition of job accession and separation rates of regular workers	35
1.4	Contribution of various wages in the rate of change in per capita cash income compared to previous year	37
1.5	Transition of labour productivity and per capita capital equipment rate in the spinning industry	40
1.6	Transition of supply and demand of cotton products	41
1.7	Number of operational plants and production workers in the Japanese spinning industry	43
1.8	Ratio of employees in large companies and government/public agencies	45
1.9	The percentage of regular employees in the total workforce	46
1.10	The Philips Curve in Japan	47
1.11	The wage profile of male workers by age and academic qualification	49
4.1	Classification of promotion patterns	108
4.2	Career tree	110
4.3	Retention ratio (male employees' entire education level)	118
5.1	Female labour force participation (LFP) rates by age	132
6.1	Proportion of the older population in the OECD countries	152
6.2	Trend of the older population and the younger population	153
6.3	Trend of the labour force participation ratio of older men and public pension benefit	157
6.4	Earnings distribution for public pension eligible workers and non-eligible workers	160
8.1	History of post-war labour organisations	196-7

viii *List of figures*

9.1	Total passenger transport mileage of the six JR companies	227
10.1	Coordination mechanisms in Shunto	238
10.2	The most important determinant in granting wage increases (per cent of firms)	251
11.1	Shares of non-textile divisions in total sales of major chemical textile manufacturers, 1955-85	269

Tables

1.1	Index of long-term employment in Japan, former West Germany, France, Spain and the USA	29
1.2	Wage of regular male employees by job tenure in Japan and the UK	30
1.3	Wage index of various countries by age group for male production workers and male office and administrative workers	31
1.4	A comparison of the rates of change in wage increases compared to previous year in Japan, the USA and the UK manufacturing industry (1970-91)	36
2.1	Trends in the working population	56
3.1	The main strategic issues of the leading Japanese companies 1985-94	80
3.2	Patterns of business restructuring	85
3.3	Factor analysis on the priority areas in corporate strategy	88-9
3.4	Variation in strategic areas of importance, by size of company	90
3.5	Labour demand by rank and occupation	90
3.6	Management view on employees' requisite skills in the company	91
3.7	Evaluation of situation concerning employees' skills by restructuring policy	91
3.8	Trends in employee education and training by corporate restructuring pattern	92
3.9	Change of main themes in human resource management	93
3.10	Main themes in human resource management by company size	96
3.11	Factor analysis of main human resource management strategies	98-9
3.12	Factor analysis of corporate strategic patterns and human resource management patterns	100
3.13	Most applicable industrial sectors for each corporate strategy-human resource management strategy linkage	101

x *List of tables*

4.1	Ranks of graduate male employees in large firms (over 1,000 employees) classified by age	112
4.2	Conditions making continuing employment of middle-aged white-collar company employees possible	116
4.3	Years of continuous service and total number of years in the field of longest experience	122
4.4	Decisive factors in assignation to principal (longest total experience) field of work	124
4.5	Scope of experience in career and kinds of work which employees would like to have done	125
5.1	Comparison of wages in relation to education and age of standard worker	134
5.2	Distribution of female managers	136
5.3	Separation rates by sex and by establishment size	137
5.4	Grading of workers in a fruit and vegetable shop	141
5.5	Tasks in women's garment shop	142
5.6	Job tenure of part-time workers	146
6.1	The labour force participation rate of men aged 60–64 in the major OECD countries	155
6.2	Estimated results of the labour supply model	159
6.3	The age of mandatory retirement	162
6.4	Proportion of firms with continuation of employment after mandatory retirement or re-employment programmes	162
6.5	Wage decline after mandatory retirement from first job	162
6.6	Feasibility of retirement at age 65 and the gap between productivity and wage at age 55	164
7.1	List of resident statuses and the number of new entrants in 1991	169
7.2	Number of new entrants and residents	171
7.3	(a) The number of foreign workers with overstay 1990–4	172
7.3	(b) The distribution of foreign workforce with overstay, by country of origin (May 1994)	172
7.4	Composition of foreign workers residing in Japan – 1992	173
7.5	Employment of foreign workers by occupation – 1994	174
7.6	New entrants to the foreign trainee schemes	178
7.7	Evaluation of the indirect effects of training by ex-trainees	181
9.1	Financial conditions of the seven JR companies	228
9.2	Financial condition of the NTT	228
9.3	Number of employees in the NTT, JRs and JT after privatisation	229
9.4	Average wage increases after privatisation	229
10.1	The 1994 Shunto settlements in major sectors	245
10.2	Main economic indicators	248
11.1	Employees in the chemical textile manufacturing industry by division, 1955–85	270

11.2	Composition of employees in Company F by division, 1964-84	270
11.3	Employees of major chemical textile companies loaned out to their subsidiaries and affiliates as percentages of the workforces of the receiving firms, 1986	273
11.4	Annual wage hikes at major chemical textile companies, 1965-85	274
11.5	Employees of major chemical textile company groups, 1982 and 1987	276
11.6	Changes in the ratio of Company B's employees loaned out to other firms, 1970-85	276
12.1	Firms which discuss business issues with workers	281
12.2	Establishments which discuss business issues at joint consultation committees, by the extent of workers' influence	282
12.3	Unions with voice over the planning of transfer and the selection of transferees	285
12.4	Workers' views on small group activities (multiple answers) (per cent of workers)	288
13.1	Union membership and participation rate	299
13.2	Union density by industry	301
13.3	Union density by firm size	303
13.4	Elasticity of union membership by firm size	303
13.5	Problems faced by trade unions	308
13.6	Renewal of union symbols	308
14.1	Definition of small and medium-sized enterprises according to the Basic Law concerning small and medium-sized enterprises	317
14.2	Estimated unionisation rates by company size in the private sector	318
14.3	Diffusion rate of labour-management consultation systems among establishments with 100-299 employees	321
14.4	Organisation rates of trade unions and employee organisations by company size	321
14.5	Presence of labour-management consultation systems and employee representatives among companies with 50-299 employees	323
14.6	Agenda and extent of consultation for labour-management consultation institutions	325
14.7	Contents of discussion between management and trade unions or voice-type employee organisations	327
14.8	Evaluation of functions of trade unions and employee organisations in facilitating in-company communication	328