

Japanese Culture and Behavior: Selected Readings (Revised)



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Perceptions of Japanese organizational culture Employees in non-unionized Japanese-owned and unionized US-owned automobile plants

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Abstract Examines the Japanese management philosophy in organizations, and develops a 15-item, four-factor (family orientation and loyalty, open communication, team approach, and manager knowledge) Japanese organizational culture scale (JOCS). Investigates the differences in JOCS and other work-related variables between 156 non-unionized employees of one Japanese-owned automobile plant and 144 unionized employees of one US-owned automobile plant in the USA. There were no differences in income and education. Employees in the Japanese-owned plant had higher scores for family orientation and loyalty, open communication, team approach, manager knowledge, organizational commitment, organization-based self-esteem, organizational instrumentality, intrinsic satisfaction, and extrinsic satisfaction than those in the US-owned plant. Results are discussed in light of organizational culture and enhancing quality and productivity in the global competitive market.

Henry Ford began production of the original Model A in 1903. By the spring of 1914, Ford was actually turning out two products at his Highland Park factory: Model Ts and a continuous stream of enlightened industrial pilgrims. In the early 1980s, a new pilgrimage route emerged, with the destination now being Japan instead of Detroit. Just as Henry Ford's mass production methods diffused throughout the world in the early part of this century, the Japanese production method (lean production) and management philosophy have begun to diffuse (Davenport and Tang, 1996; Rhody and Tang, 1995; Womack *et al.*, 1990). This diffusion is occurring in two ways: The Japanese are building plants in the USA, and the US mass-producers are adopting these methods on their own.

Honda made the Japanese automobile industry's first serious foreign investment with its Marysville, Ohio, complex that began assembly in 1982. Nissan, Toyota and Mazda soon followed. A total of 11 Japanese transplants and

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