

MANAGING HUMAN RESOURCE: Is there a lesson for Pakistan in the Japanese Management Style?

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Abstract

This paper examines the differences between Japanese and Pakistani managerial practices in handling of their organizational human resource. Our aim is to understand as to how Japanese firms have managed to perform productively so well and what message their style does carry for our organizational leadership. Assuming them as a tentative roll-model what can we learn from their managerial practices so as to enhance our efficiency, attain optimum productivity level and exploit the business opportunities being offered to us by Central Asian region, SAFTA, and WTO.

Introduction

Concept of productivity¹ has gained added importance in the contemporary era of globalization and work place environment has become the most vital concern for maintaining the sustainable productivity and attaining competitive edge. Japan is one of the very few countries of the world which, despite its poor natural resource capacity, has attained the title of a highly competitive and most productive nation of the world. Although, Japan might have pursued many paths to this end, one frequently recognized is capitalizing on its superior human resource management. It is these Japanese managerial practices, which America and many European countries followed with a view to enhancing their productivity and improving their economy. Some of the renowned management exports/gurus, such as, Juran, Damming, and many others learned and advocated these practices through their treatise for achieving breakthrough. William Ouchi, in his well-received theory

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Z, advocated the Japanese philosophy of achieving 'productivity through people' but recognized that cultural differences prevented American firms from incorporating Japanese techniques without some modification.² Globalization of technology has affected managerial practices and traditional ways all over the world and Japanese business has not been an exception to it. However, Japanese human resource managers have been successful in changing their personnel practices alongside the preservation of their cultural foundation such as the importance of group harmony, stability, continuity, and participative decision-making process.

Pakistan, the second largest nation of the Muslim world, a strategically well located South Asian country, endowed with all types of terrains, weathers and enriched with natural resources is an example of other extreme which has never witnessed positive balance of trade since its very inception in 1947. The country has been a constant victim of ever-increasing sick industrial units, mounting unemployment figures, recession prone businesses, falling levels of productivity and negative balance of trade so on and so forth. A cursory look at its annual economic surveys of last many years' presents a very dismal picture and their business environments are found operating under shadows and clouds with regards to their productivity visa vise their foreign rivals. Whenever the causes concerning the pathetic state of business affairs are debated, faulty managerial practices are blamed to take the lion's share.

The aim of this paper is to examine the differences between Japanese and the Pakistanis managerial practices with regards to human resource and organizational behaviour. Our objective is to understand why Japanese firms have managed to perform productively so well and what guidance³ they do offer to our managerial echelons tasked to handle

business organizations and people serving in them. How can we learn from their managerial practices to relocate our efficiency based productivity level and exploit the business opportunities being offered by Central Asian region, SAFTA, and WTO?

To trace the answer to our question, the study was designed to identify the salients of Japanese style of managing their human resources globalization based competitive environments. The salients of Japanese style of management were identified from the secondary sources, whereas the analysis of Pakistani managerial practices rests on both types of source, i.e. primary as well as secondary. Pakistan specific primary data was collected through consultative meetings arranged with business community, academia and the students, followed by a comparison of managerial practices prevailing in both the countries and some broad lessons were drawn. Presumably these lessons can serve a very strong message to our business leadership and organizational management & help them to orient their practices in response to the call of the time.

Japanese Style of Management

As we have stated earlier that Japanese are very successful in developing and implementing a management style that has made Japan one of the most productive and affluent societies in the world today. *The Sun Also Rises over Toledo*⁴ distills the characteristics of Japanese management into three essential features:

- People orientation;
- Long-term view &;
- Process culture;

While discussing about people orientation in an organization, it states:

One of the most striking things I observed at the beginning of my job with the Japanese firm in Detroit was to see the visiting Japanese executives

insist on meeting American employees. They went through all the names and the backgrounds of the employees before the visit and greeted each one of them. There was a dinner at night to which all the employees were invited... I could see [the Americans'] increasing sense of belonging. The act was certainly a motivating factor for every American and a confidence builder in their working for a Japanese company. The important observation here is that this kind of action comes naturally to even the upper echelons of a Japanese company.

[This kind of respect & sense of belonging gives the employees a special psycho-moral attitude which inspire them to make necessary sacrifices for the company if need be].

It is a style of management based on a long-term investment in people and characterized by management techniques that emphasize simplicity, flexibility, and human values in the corporation. These techniques, when adapted to Pakistani managerial practices, can yield productivity and occupy better position in competitive business environment. An in-depth analysis of various sources including; books, business reports, articles, economic surveys, and World Bank and IMF studies, was conducted to identify some of the most glaring aspects of Japanese practices at managing work place environment. These practices in turn, are selected as benchmark for comparison with Pakistan's organizational set-up.

Salient of Japanese Managerial Practices

Leadership:

Both the liberalization of trade and rapidly changing production systems create both major opportunities and threats to business. In a globalized and increasingly competitive economic environment, enterprises and their leadership must constantly adjust and restructure themselves in

order to survive and grow. Think globally and global leadership skills are essential to effective leadership. In 1970s, when Japan was leading in productivity rate world over, a research was conducted by William Ouchi to determine the causes of their being most productive than America.⁵ The study concluded that Japanese firms were being managed and led differently than American firms. The Japanese management style was found characterized with:

- Have a longer length of employment
- Use more collective decision making
- Use more collective responsibility sharing.
- Evaluate and promote employees more slowly
- Have more unspecialized career paths
- Have a more holistic concern for employees.
- Culture of application of TQM techniques/tools and self directed teams

Goal Orientation:

Japanese organizations tend to focus on long-term goals, which manifest in the expenditure of large sums for research and development and the esteem Japanese hold for their workers. The practice of long-term employment, developing employee's career paths is evidence of long-term human resources commitments. Japanese business has grown and thrived. The organizations are built on a paternal structure with lifetime employment at one company: virtually unheard of anymore in American business. The employees are trained and work in all facets of a company, not just in one department. They are expected to work long hours and not be home too early lest the neighbors think that they rank low in value at work and the honor of the family name be put in jeopardy. They begin

training children as early as four years of age to groom them for the most prestigious universities.

Group Harmony:

Historically Japanese society is a well knit product of Japanese family system and founded on the concept of war, or “Peace and Harmony”.⁶ This concept of peace and tranquility in behavior and thought may have originated in the native religion of Japan, or Shinto. Shinto, or The Way of the Gods, is an ancient body of beliefs which identifies the Japanese as "descendants of a group of heavenly beings, that all men and all things are spiritual brothers, that both spiritual and physical harmony is necessary to keep man and things right with the cosmos."⁷ Therefore, Japanese goal has always been harmony within the group, individuality relegated to the lowest ebb, where the individual was judged on how he contributed to the group. The culture has been nurtured so well that today the group harmony, with its collective responsibility, stability and continuity, combined with participative decision-making became the pillars of the ‘Japanese management style’ serving lightning rod for the rest of the industrial world. This groupism is mainly developed because of the homogeneity of the Japanese society which is composed of commonality of racial configuration, and ethno –social values.

Workforce – Industrial Relations:

In practice, the three great pillars of the Japanese industrial relations system includes: lifetime employment; the seniority wage and promotion system; and enterprise-based unions.

a. Lifetime Association: As the lifetime of association has been the hallmark of Japanese family system, the same degree of relationship is maintained between most of the corporations and their perspective employees. Lifetime employment meant that

the people running the firms were nearly always people who had spent their whole working lives within the firm. Professional, technical, and managerial employees are hired at the entry level, trained by spending a substantial amount of time and money, developed for their future career paths and separated with respect and honour. The culture of respecting employees like assets successfully weaves group cohesiveness and interdependency within the corporate employees. Toyohiro Kono in his much publicized book, *Trends in Japanese Management: Continuing Strengths, Current Problems, and Changing Priorities*, while dwelling upon the point 'Respect for People', states; “{it} is evident in various personnel management practices, such as job rotation, the status ladder system and job security. The high morale created by this system contributes significantly to the quality of products.”⁸ The lifetime employment system has survived to a remarkable degree. It is not simply a convention to maintain the lifetime employment system - it is also the legal system as a lot of legal precedents also protect jobs. Any change to abolish such protections is always prevented, not so much by the trade union representatives, but the older generation of managers and employees.

b. Seniority of Advancement & Promotion: Most of the corporations follow “the semi automatic advancement system”⁹ which is a system of promotion¹⁰ according to both seniority and performance efficiency. In-house trained, skilled workers are promoted not only to supervisors, but also to upper management and even to top executives. It helps orienting management decisions to the long term and people become

conscious of the fact that their glorious future is dependent upon long lived competitive firms. The retention and continuity of more experienced staff is expected to facilitate mentoring of their younger staff. Over time, the feelings of belonging to such a close-knit group developed a strong loyalty to fellow employees and to the corporation. Furthermore, the system not only ensures job security and recognition of work, it also builds trust on the management's fairness and raises morale in the ranks and files of the workforce.

c. Enterprised Based Union: Historically Japanese labor unions have been company unions and that is only in major corporations, having no membership slot for managers. Owing to their caring policies and worker welfare orientations, and group harmony, pay negotiations and personnel policies are agreed upon without any noticeable labor strife. Company labor unions mostly served as a convenient venue for communicating requests from the skilled workers to management. Although they have very little influence in decision making process, union leaders seldom adopt adversarial position, rather management encourages the foremen, supervisors, and white collar workers to join unions so as to narrow the gaps between the management and the workers. The system has promoted the culture of joint consultations on voluntary basis amongst management, employees and the unions. The system of joint consultation is based on the mutual acceptance of the need to avoid conflict through strikes or other actions.

Team Work:

The racial and social cohesion and homogeneity in Japan has led to the development of groupism or team work. The team work where organizational interests take precedence over individual interests, and added emphasis is placed on flexibility, rather than specialization. Teamwork is a very positive technique, which actually serves as a form of social control where team peer pressure, instead of management supervision enforces high productivity and quality.

Kaizan:

A large emphasis of the Japanese management system is placed on the idea of Kaizan or the philosophy that constant changes are the easiest and fastest road to maximizing productivity and quality. Kaizen's goal is to reduce slack, and bring continuous improvement in the process. It is nearly synonymous to the idea of Total Quality Management (TQM), which is defined as "*an organizational culture dedicated to training, continuous improvement, and customer satisfaction*"¹¹ and quality guru J.M. Juran calls it *a major phenomenon in this age*¹². Though initially the Kaizan like TQM was dismissed by some as just another fad which takes away the relaxed environment of work., yet the Kaizan is not only alive rather it is very well dominant practice in the Japanese work place. Deming, the best known of the early pioneers popularizing quality circles with his "fourteen points" in Japan in the early 50s is regarded as a national hero and father of the world-famous Deming Prize for Quality.¹³ Like Deming, Juran was also well received in Japan in 1954 due to his ten steps in quality improvement. Findings of various studies indicate that earning of quality superiority has yielded number of organizational benefits to Japanese firms, few of them are:

- Greater customer loyalty round the globe due to reduced service calls.

- Worldwide improvement in market share and greater productivity.
- High profitability and growth due to high stock prices.

Training and Development:

Japanese management regards supervisory development and investing on employee's skill enhancement as two of the most important aspects of developing sound labour relations at the enterprise level. Supervisors are seen as critical to labour relations, as they are the first to identify problems, interact with employees at the work place. Skills development through on-the-job and off-the-job training, planned job rotations are common practices to produce multi-skilled employees in the organization. These practices yield following paramount advantages:

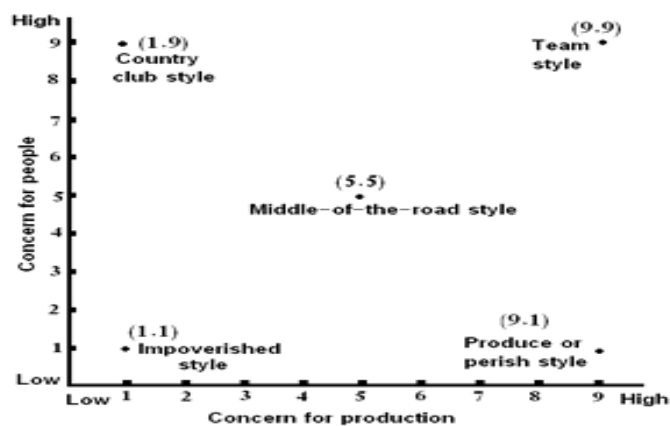
- Firstly, job experience through rotation contributes towards formation of work team with enhanced understanding to each others, and employees are able to support each other.
- Secondly, it is easier to find career development opportunities within the firm. Consequently employees tend to look to the "internal labour market" rather than to the external labour market for their advancement. This in turn leads to the culture of long-term employment.

Human Centered Approach:

The prevailing culture of life long partnership, where organization assumes obligations for welfare and benefits of their employees, where no layoffs are common practice, where training is work directed and wage system and promotions are seniority based. Such a managerial approach helps combating worker alienation, facilitates their integration, encourages worker involvement in the enterprise, increases worker

motivation and instills a sense of responsibility at work place. Such a humane and considerate approach leads to increased intimacy, builds trust between the management and workers on one hand and strengthens the bonds of loyalty and prolongs relationships with the organization on the other. The system revolves around the team approach with subordinate participation, and can be rated as 'star' by the Black & Molton's "Management Grid".¹⁴

Figure 1: Managerial Grid



Source: "Managerial Facades", *Advanced Management Journal* (1966), pp. 29-36.¹⁵

Communication:

The strengthening enterprise performance and competitiveness of an organization is affected by the manner in which that organization communicates with its employees. Therefore, sound communication with constant flow of upward and downward information is regarded as a starting point for any effective enterprise policy to instill confidence, build trust, timely location and rectifications of errors and facilitate promising decision making. Japanese industrial relations are keeping this realization of information sharing at their heart for decades. Some of the

salient points in regard to the importance of two-way communication in improving productivity in Japan are:

- Since the management is responsible to improve productivity in a firm, therefore, it is for management to create a climate promoting two way communication and cooperation to meet the requirement of work place motivation.
- Two-way communication can promote cooperation, enhance trust and intimacy, build consensus, and improve the human relations climate within the enterprise.

Joint consultation schemes have been the corner-stone of information sharing between management and labour and of labour-management cooperation in Japan where;

"Unions and employers have long been aware of the importance of information sharing in an industrial relations system after bitter and protracted strikes in the forties and early fifties, both management and labour made concerted efforts to restore industrial peace and to develop a stable industrial relations system these efforts led to the development of key aspects of the modern Japanese industrial relations system, including the joint consultation, a corner-stone of labour-management information sharing."¹⁶

In the Japanese industrial relations the management besides the joint consultation schemes also follows several other channels of communication such as small group activities, grievance procedures, suggestion systems, shop floor meetings. In essence, the communication system in Japanese managerial practices has become the mean through which information is shared; mutual understanding is promoted;

participation in arriving at decisions is facilitated; and working conditions negotiated.

Decision Making:

Communication culture in Japan discussed above has contributed manifolds in integrating the worker in the group activities and developing a feeling of belongingness with organization, leading to greater motivation and productivity. Therefore, Japanese management style places lot of emphasis on greater involvement of employees in matters affecting their work and jobs, through consultation, information sharing and two-way communication procedures. Employees are encouraged to discuss their plans encompassing activities requiring the futuristic use of skills and knowledge. Develop the skills and attitudes of the individual, engendering self-confidence and a sense of self worth. Such a culture creates a high degree of consensus in decision-making, which is known as a hallmark of Japanese management. With consensus implementation of decisions is quicker and easier because disputes or differences of opinion would be less likely compared to enterprises where decisions are taken unilaterally with little consultation and information sharing. Participative decision-making has yielded productivity and competitive edge to organizations in Japan.

Motivation at Work Place:

Current economic realities (such as liberalization, globalization, constantly changing customer demands, new structure of production and work) increase the importance of human and social capital for enterprise success. Competitiveness and viability - even survival - of the enterprise increasingly depend on its ability to make its employees motivated, skilled and committed. Such task could be achieved only in a workplace

environment characterized by a spirit of mutual trust and respect, non-discrimination and good labour-management relations. A satisfied employee is usually more productive. Job satisfaction is the primary motivator.¹⁷ Japanese firms are recognized and felt responsible for the whole man, with his interrelated social, psychological, and economic needs. Managers' commitment to uniform employment levels, even in recessions, builds a long-term perspective among all employees. Japanese work place not only addresses the "Maslow's Hierarchy of Needs"¹⁸, rather the environment can be termed a termed representation of Herzberg's Motivator/ Hygiene concept as well.¹⁹ However, Japan being a collective society tends to value group accomplishment and loyalty and achievement tends to be more group oriented than America where individualism dominates. New employee support policies are introduced to tailor the work environment employee friendly upto the extent to satisfy their demands imposed by their non work lives. Arrangements for child care centers, elder care facilities and personal support policies etc. Similarly new diversity of life style demands are being satisfied introducing new set of diversified working arrangement e.g. Flex times programs²⁰, compressed workweeks²¹, job sharing²², v- time²³, telecommuting²⁴ etc. motivation at Japanese work place environment replicate such a desired human relations which is a proven recipe to create win-win situations. *The management believes that the best way to get what they want is to help their employees get what they want and vice versa. In short the Japanese management respect each employee's dignity, human rights and privacy; never permit any discrimination toward employees; provide all with equal employment opportunities; and endeavor to create comfortable workplaces for all employees.* Almost all

of the Companies have established the Helpline and other consultation systems in the personnel section, for employees who are worried about their employment or working environment.

Work Performance:

Japanese practice of human centered approach and humane industrial relations has wholesome impact over performance. *Performance is the extent to which expectations or objectives have been met.*²⁵ Just as people are the foundation of the organization, behavior and human relations are foundation supporting performance. Japan work place environment are characterized with groupism, group harmony, sense of life long partnership, ownness or loyalty to organizations, caring management, employee centered policies, and other similar human relations activities that lead towards formation of positive behavior which results into performance. Japanese has a comprehensive system of performance appraisal deep seated in their organizational settings. The performance once evaluated is of great assistance in making and enforcing decisions with regards to promotions, pay increase, layoffs, job rotations, and transfers etc. Furthermore, it serves to stimulate and guide employee development, job enrichment and job enlargement schemes. hallmark of Japanese performance appraisal system is their multidirectional feedback and constant evaluation. The system doesnot depend upon boss judgement only rather calls for 360 degree appraisal conducted throughout the year with varying intervals.



Comparative Summary

Activities	Japanese Management Style	Pakistani Managerial practices
<i>Groupism As value and human relations</i>	Homogeneous society based on common race, ethnicity, and social values. This racial homogeneity has led to 'groupism' and strengthened life long work relationship, where, organizational / group interests supersede individual interests.	Ethnically heterogeneous society which has been united/ bounded by commonality of Islamic values. Absence of Islamic norm is likely to create polarization of workforce on ethnic / cultural basis and precedence of self interests over societal interests.
<i>Workforce – Management Relations</i>	Presents a culture of life long employment, where organization assumes obligations for employees' welfare and benefits, where no lay offs take place, where organization is responsible for work directed training, and promotion and wages are seniority plus merit based.	Private sector is mostly renowned for temporary, seasonal or part time work relationship. Layoffs, de-layering or forced separation is common parlay. Where performance is measured to find bugs and excuses for punishment and not for development. Wage system, promotion, development and welfare schemes are not based on any consistent policy parameters, rather on the

		pleasure of the boss.
Management Approach	Human centered	Production or cost cutting centered
Communication	Constant and consistent two way flow of information, facilitating timely decision making, counter rumors, and builds trust and confidence amongst all in the organization's hierarchy.	Most of the organizations are confronted with bureaucratic structure, and authoritarian management, which normally follow "they know best" approach and keep every thing secret from others. Bypassing of chain of command or channel of information is a common practice, thus eroding organizational discipline, breeding mistrust, and nurturing appeasing culture.
Decision Making	Participative, bottom up approach, which mostly ends up at consensus. This approach has led to development of group harmony and team spirit, sharing responsibility and environment of trust and care.	Top down decision making style which mostly takes shape of autocratic dictations because of feudal mentality of the substantial part of the managerial class.
Work Performance	Groupism and participative style of decision making, has developed a sense of team work endowed with <i>esprit de corp</i> .	Top down or isolated decision-making and nepotism led to individualism and developed survivalist tendency amongst workers.
Performance Appraisal	360-degree appraisal system spread over frequent evaluations, with rational follow-ups.	Mostly boss centered, annual based evaluation which is normally ignored while making decisions with reference to promotion, pay increase or individual development planning.
Work place Motivation	Japanese business organizational environment are a good example of motivated workplace, which fulfils the Herzberg's hygienic requirements and responds to Maslow's Hierarchy of Needs. Employee has a full confidence over his caring management and management knows the art of recognizing the performance	Feudalistic approach of the management assumes "we know best" approach. Most of organizations treat their employees on the assumption of McGregor's theory X ²⁶ that is the carrot and stick policy. Management and owners have concerns to maximization of their profit and economic growth with least interest to

	of their employees.	employee welfare and care.
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Message for Pakistan's Management

Industrial Relations:

The sound and harmonious industrial relations system are more likely to exist in an organization where human resource management policies and practices are geared to proper recruitment and training, motivational systems, two-way communication, career development, a people-oriented leadership and management style, etc. Viewing human resources as a competitive advantage, Japanese human resource policies provide the following lessons:

- Adversarial workplace relations are not in the interests of either employees or the enterprise.
- Competitive strategies based on lay offs, or low wages result in increase of labour-management conflicts; breeds mistrust, and are impediments to innovation and quality.
- Competitive strategies based on technology and traditional industrial relations approaches result in high levels of performance, which can be achieved by integrating innovations in human resource management with new technologies.
- Some forms of employee involvement such as Quality of Work life and Quality Circle initiatives do not transform organizations or sustain themselves, without employee involvement at all levels of decision-making.

Respect for Employees:

Management –employees relations shall not be based on fear or authority –subordination syndrome rather on mutual respect irrespective of grade,

level or nature of the job. Therefore, Japanese style of management advises us to treat employees with respect, recognize their hardwork, acknowledge their role and contribution in organizational growth, and honour their self respect and ego. The message encompasses that:

- We shall endeavor to make the lives of employees comfortable and fulfilling.
- We shall comply with all applicable laws, internal policies and regulations concerning the health and safety of employees at work, and shall endeavor to develop a safe and healthy workplace.
- We shall respect the individuality, human rights and privacy of all employees, and shall create a cooperative and comfortable working environment that is free from any discrimination on the basis of race, nationality, gender, religion or physical disability.
- We recognize that men and women are equal, and shall not engage in any conduct that may be construed as gender harassment.

Equal employment opportunity:

Our policies and actions must demonstrate commitment to the principle of Providing Equal Employment Opportunities. The recruitment, selection, promotion and enrichment and all other forms of career advancement shall be on merit and justice, without any discrimination on the basis of race, nationality, gender etc.

Effective and open Communication System:

Communication is a great motivator and makes people feel secure in their jobs, helps to identify the contribution of workers with the

enterprise's success, and enhances the quality of working life. It therefore leads to greater job satisfaction and other benefits:

- Facilitates effective decision making which is dependent upon information flow and analysis of data and information.
- Work today requires and involves more interpersonal skills, greater coordination among workers and sharing of information.

Participative Style of Decision Making:

We should inculcate participative style of decision making in our corporate culture because of the following reasons:

- Participation is a well-recognized motivational tool, which recognizes personal capabilities and provides scope for personal growth. When participation extends to setting goals and objectives, it enhances commitment to achieving them.
- Quality and productivity tend to increase when employees are more involved in arriving at decisions at the point of production.
- Workers involvement promotes increased innovation and creativity in the work setting.

Family Friendly Work Place Environment:

Pakistani society is based on joint family system where looking after old parents, sharing the pains of family members and caring children with parental warmth, love and affection are taken as moral responsibility. An employee, who is pre-occupied with family problem can not be satisfied worker and productive figure of any work place. Therefore, it is the managerial responsibility to working conditions and provide such a workplace to their employees which is most conducive and facilitative

for them in fulfilling both work and family responsibilities together. Introduction of family friendly practices help employees to lead a contented family life and commit themselves to business activities whole heartedly.

Welfare Benefit Programs:

To ensure that our employees can fulfill their responsibilities without concern, and that they can seek self-realization through their business activities, welfare benefit programme shall be initiated to keep work place motivated. However, these benefit programs are expected to broaden fair access to by all employees without any discrimination on any basis. This initiative may have some of the following objectives or similar to them:

- Building a safety net for unexpected accidents/incidents,
- Supporting employees transferred to different remote locations away to their families etc.
- Helping employees' efforts toward capability enhancement and self-realization through training and development and free education support schemes.
- Assisting stressed employees to balance work and family responsibilities.

Constructive Labor-Management Relations:

We shall inculcate culture of mutual respect between the employees and management to care for the interests of each other. A culture which is conducive for the representatives of both parties the labor-management, hold constructive discussions to find solutions to various labor-management problems.

Improving the Safety of Facilities:

The conventional approach to occupational safety and health management shall be designed to avoid not only injury and illness, but also the risks involved. Resultantly, we shall improve the safety of both facilities and operational processes up to that level where even careless behavior on the part of a worker need not result in accident or injury.

Conclusion

The purpose of this paper was not to question that the Japanese have excelled in producing high quality cars with productive labor. What I do question is how well those practices will transfer to our society. In Pakistan we are used to a chain of command, but in Japan there is more of a belief that everyone is equal and managerial positions are taken as first amongst the equals. The study of Japanese managerial environment tells us that recognition of good work, participative style of decision making, human centered company policies, caring administration, considerate supervision, good pension plans and job security; inter personnel relations and conducive working conditions when meet together create a hygienically fit culture which is pre-requisites to productivity. It is too hard to completely change old ways; therefore; I feel that the system most beneficial to Pakistan is one that would incorporate the positive ideas from the style of Japanese management and intertwine them with current practices that we follow.

End Notes:

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- ¹ By definition, *Productivity is a performance measure of inputs to output.*
 - ² William G. Ouchi, *Theory Z: How American Business Can Meet the Japanese Challenge*, Avon Books (P); Rep edition, 1993
 - ³ Benchmarking is a collaborative learning process among a group of companies to focus on specific operating practices, compare measures and results and identify improved processes within their organizations.
 - ⁴ Sadaharu Honda, *The Sun Also Rises over Toledo*, Honda Hershey Institute; (1998).
 - ⁵ William Ouchi, *Theory Z- How American Business can meet the Japanese Challenge* Avon Books (P); Rep edition, 1993.
 - ⁶ This is Buddhist concept which recommends that man must be at peace & harmony with one-self; at peace & harmony with other fellow-being; & at peace & harmony with Humanity at large; & at peace & harmony with nature.
 - ⁷ DeMente, Boye. *The Japanese Way of Doing Business*. New Jersey: Prentice-Hall, Inc., 1981.p.39
 - ⁸ Toyohiro Kono et al, *Trends in Japanese Management: Continuing Strengths, Current Problems, and Changing Priorities*, New York, Palgrave Macmillan ,2001
 - ⁹ “The semi automatic advancement system seeks to give due weight to both length of service as well as efficiency”. See, A.R.Taygi, *Public Administration: Principles and Practices*, 6th Ed, Lahore, Neelam Publishers, p.493
 - ¹⁰ Promotion means “an appointment from a given position to a position of higher grade, involving a change of duties to a more difficult type of a work and greater responsibility, accompanied by change of title and usually an increase in pay”. See, L.D. White, *Introduction to the Study of Public Administration*, 4th Ed, Macmillians, p.400
 - ¹¹ Robert Kreitner, Angelo, and Marc Buelens, *Organizational Behavior*, 2nd ed., London, McGraw Hill, 2002. p.15.

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- ¹² J.M. Juran, "Strategies for World Class Quality", *Quality Progress*, March 1991, p.81
- ¹³ Joel E. Ross, *Total Quality Management*, 2nd ed., New Delhi, Elegent Printers, p.4
- ¹⁴ Robert R Black and Jan S Moulton, "Managerial Facades" *Advanced Management Journal*, July, 1966, p31
- ¹⁵ Also see: Blake, Robert R. and Mouton, Janse S. *The Managerial Grid III: The Key to Leadership Excellence*. Houston: Gulf Publishing Co. 1985.
- ¹⁶ Motohiro Morishima "Information Sharing and Firm Performance in Japan", *Industrial Relations*, Vol. 30, 1991, pp. 39
- ¹⁷ V.M. Parachin, "How to be Happier with your Job", *Supervision* 58, No.2, (February 1997), pp. 6-8
- ¹⁸ Maslow Abraham, *Personality & Motivation*, New York, Harper and Row, 1954.
- ¹⁹ See; F. Herzberg, B Mausner, and BB Synderman, *The Motivation to Work*, New York, John Wiley & Sons, 1959.
- ²⁰ Flextime programs are policies that give employees some discretion over when they can arrive and leave work, thereby making it easier to adapt their work schedules to the demands of their personal lives.
- ²¹ Compressed Workweeks is the practice of working fewer days each week but longer hours each day.
- ²² Job sharing is a form of regular part-time work in which pairs of employees assume the duties of a single job, thus splitting its responsibilities, salary, and benefits in proportion to the time each works.
- ²³ Voluntary reduced work time (v- time), allows employees to reduce the amount of time they work by a certain amount with a proportion reduction in pay.
- ²⁴ Telecommuting is the practice of using communication technology to perform work from remote locations.

²⁵ Robert N. Lussier, *Human Relations in Organizations*, 5th ed. Boston, McGraw-Hill Irwin, 2002. p.10

²⁶ Douglas McGregor, *The Human Side of Enterprise*, New York, McGraw Hill, 1960