

## **The Relationship between People and the Relationships within the Organization**

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### **Abstract**

Neither in the minds of the workers themselves nor in the operation of the actual factory system in Japan, the relationship between workers and superiors, between workers and companies, cannot be described in a limited and relatively impersonal way which is characteristic of the relationship in big Western factories. An illustration of personal relationships in a Japanese factory has been presented by the answers given by groups of workers to a questionnaire designed to determine their feelings on several things. The statement that "A good foreman views his workers as a father treating his children" was almost unanimously agreed by all groups. It was thought that such a statement would be met with ridicule, or displeasure by American factory workers, but the view of the average Japanese worker (in general) ranged between "approving moderately" and "strongly approving". Without relying too heavily on these responses, they pointed out that there are essential differences regarding the quality of the worker-supervisor relationship.

**Keywords:** worker, people, factory, relationship, management

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### **1. Introduction**

One of the nature of the further involvement and commitment between workers and the company can be understood by examining the extent to which the company and its activities have

penetrated the lives of workers far beyond the working atmosphere itself [1]. Although he entered the company for his entire career and although the wage system and the advancement of most of his career depended on personal and non-economic factors, the company was also responsible and workers expected a commitment that far exceeded the specific demands of an economic organization [2]. At the most personal level of involvement, the close relationship between business enterprises and all aspects of workers' lives will be reflected in the problems that arise regarding the housing facilities provided by the company [3]. It has been argued that most of the large Japanese companies provide housing built and subsidized by firms which account for at least one-third of the number of workers, a proportion that tends to increase in rural factories. A steel processing company in Shikoku provides housing that accounts for more than half of the workers. As usual, the area is separate from individual housing and all residents are company workers with their families [4]. A typical problem that arises here is that if the workers' wives join in a financial cooperation, each member saves a certain amount of money in a fund where the members can borrow a certain amount of money to buy household goods and goods. -Other goods. Such a method is needed where loan money is very difficult to obtain and income is very low, but the company now has a policy of not encouraging savings and loan cooperatives [5]. Some wives, eager to buy washing machines or radios, borrow heavily and get the wrong advice from bank group. When some workers are unable to meet their loan repayments (installments), other members turn to the staffing department to recover their money. When summoned to the office, a husband was alerted that his monthly salary was being cut and the school budget had to be reviewed again. He then received general advice on managing his finances. The important thing to know is that wives, workers and companies who are aware that the company - although not directly involved in the matter - will act in such a situation, furthermore that all parties concerned will accept company interference (intervention). Many of the same things can be cited. For example, a company in Honshu, which also has the same housing arrangement, is ready to be alert to special problems. As in many of these residential areas, the relationships between people in residential areas have the most immediate reaction to the relationships that occur within the factory. Although there was a division of housing based on rank in the factory, the foreman's wives and wives sometimes lived close to one another. Sometimes the relationship becomes especially important when a worker who can afford music lessons - to name a few - exceeds the income of the neighbor's foreman. The unsuitable tiering of

women in residential areas affects the arrangement of relations in the workplace. In an effort to eliminate management occurrences in the factory caused by inter-conflict, the company felt the need to periodically move the family to different houses and cover up the reasons for moving.

## **2. Lack of Education in School**

In other companies, the problem that most presses directors from a personnel and moral perspective is that there are insufficient schools for the children of workers and children of managers in their factories in the Hokkaido area [6]. The importance of entering an academy in Japan has already been mentioned. Lack of education in school will greatly hinder the success of a child's career in the future because he / she cannot enter the academy. To compensate for the losses incurred by factories located in rural and isolated areas in the Hokkaido area, the company felt the need to establish a special school to help educate the children of its workers. Problems involving family finances, living standards, and education provide an indication of the extent to which the company is involved in the lives of its employees [7]. What is most interesting about this situation is that the actions taken by the company were not taken with reluctance or were accepted reluctantly. Both directors and workers consider that it is the company's responsibility to be involved in such matters and it is the workers' privilege and obligation to receive such assistance and attention. At certain large companies, corporate involvement goes far beyond these things. It is customary to provide various kinds of training for workers and their families, which have nothing to do with work. Skills lessons are suitable for polite young Japanese women, such as flower arrangement, classical dance and cooking, and are usually attended by more than 90% of female workers in many factories. Sex education and counseling on family planning are also included in the curricula of a number of large manufacturers [8]. The rather worrying changes in attitude and behavior since the end of the war have prompted the board of directors to organize courses on housekeeping, family welfare and Japanese arts for the wives of workers [9].

Turning to group activities in other fields, the company participates in religious ceremonies with the workers and their families. Nearly every large company has shrines (shrines) in its grounds and provides a day off to celebrate religious celebrations. An indication of the depth of company-worker participation is seen at the annual holy ceremonies held by a large mining company in Shikoku. The ceremony is held at the beginning of the year, and symbolizes the unity between

directors and workers and supports the company's productive efforts for the new year. As with most Japanese companies, all activities at the mines and in smelters stop during the New Year holidays. Company, carrying large (iron) ore - the first result of the new year, from the mine located a few kilometers up the hill - to the shrine at the foot of the mountain. Directors and workers together pray and sing in the holy place, where miners and workers receive blessings from priests [10]. Three days later the seeds are transported to the smelting plant where smelting begins for the year. The ceremony is an ancient ceremony, and the ritual symbolizes the close relationship between all company personnel. Looking back at the small textile companies run by Mr. Watanabe, although their numbers increase and multiply when compared to the detailed organization and complex technology that causes large companies to separate from their smaller counterparts in the Japanese economic system [11], it seems a long way off. won't be that big. In large companies, managers cannot imitate Mr. Watanabe's knowledge of his young workers which is fatherly and intimate, and therefore the remoteness and impersonalization process that occurs - from the familiar reference of duties and responsibilities.

### **3. The Relationship System**

Uniting small textile factories - increasingly. However, looking at the great American factories in another direction, it turns out that there is much more in common between the large Japanese factories and the small Japanese factories - in terms of the relationship between people and the relationships within the organization - when compared to factories great America. Analogy must be used with caution and can hardly provide a conclusion, but there is an analogy which cannot be avoided when we try to describe the relationship-order in Japanese factories. When compared with the relatively impersonal and rational system of production and organization of the American giants, the Japanese factory seems to have had a familial relationship-system. Indeed this is like family. If a person enters a large Japanese company, it means for as long as his life. Acceptance (as workers) depends on quality, background and personal character. Membership can only be canceled under extraordinary and extremely difficult circumstances. As in a family, incompetent and inefficient group members are taken care of, a place is found for them, and they are not expelled from the group because they are declared incompetent [12]. Again, like family, the most intimate behaviors are those of which other group members are concerned and concerned. Loyalty and tenure are highly valued, and if the group is experiencing financial

difficulties, it is hoped that all members will share these hardships. Rewards in terms of money and goods are secondary, the success of the whole group the primary. And like family, there is no other way for group members who make mistakes in choosing the group or who are treated badly by other members of the group. However, this analogy is unsatisfactory. The family conveys ideas about modesty and unfair sanctions suitable for describing a factory; the analogue says nothing about the root and causation of the relationship as it is described. Further, the analogy with the family conveys a sense of static organization, stability, and continuity which is very inaccurate in describing Japanese factories. The factory system is not static, neither are the relationships among its units. The relationship system that has been described is something that has to do with feelings and general characteristics. However, besides this there were also areas / areas and types of tensions in this system, tensions which in all probability would increase in the future and give rise to changes in the organization of Japanese factories. In general, it can be said that the attitude related to feelings and motives that seems to underlie the organizational system in factories is something of a traditional nature [13]. The system itself and those at the board level who were instrumental in creating and regulating the system were a product of pre-war Japan. The people in this leadership - now around the age of 50 and 60 - were born in Japan, which is still largely covered by rural areas and only decades later was released from its profound isolation from the outside world [14]. The large companies they led often found their origins directly in feudal merchant families; and the traditions and philosophies of these families remain an active and visible force in the management practice of these companies [15]. Most of the factories examined separately during this study were the result of the introduction of new products and new methods into the holding companies in the early 20th century [16]. It can be added that whatever the merits of the antitrust laws passed during the years of the occupation, the effectiveness is somewhat less than perfect and the intimate relationship between several companies that have formed a joint many industries have been revived - if they ever disappeared. In short, it can be said that the factory organization and its leaders were directly and deeply tied to the Japanese experience and views which were non-urban, pre-war and traditional in nature [17]. Leaving aside the impact of changes taking place in world markets, international relations, and technological methods on factory organization as they exist today - from the perspective of the people in the system - there are points of pressure (points of stress) where the attitudes and

expectations of workers do not match the organizational methods and the attitudes and expectations of the board of directors [18].

#### **4. Conclusion**

The problems faced by young university graduates from large Japanese cities, who have little understanding of the beliefs and customs of rural factory workers, have been noted. This is a singular example of a more general problem of gaps - which are large and seem to be getting bigger - between rural and urban areas of Japan, with regard to background and experience. Most of Japan's large factories were located in somewhat isolated rural areas, and the workforce was recruited locally by the local factory staffing department. However, the group of directors recruited by the head office in the big city; and young members of the board of directors who are trained and oriented in / to the city. requires deep and familiar mutual understanding among workers and managers. Since this mutual understanding exists only in part in the recruitment and promotion system used in large factories, in many factories in rural areas there are many gaps between directors and workers, with the result that there is less interaction and mutual understanding between them. If we look at the big factories in the city, it is clear that there are differences between rural and urban workers and the problems these differences cause. It has been argued that the large factories will limit the recruitment of permanent employees more to young men and women born and raised in rural areas. Their "traits" are said to be "more stable." In this statement stability clearly refers to the limit to what extent workers can accept working conditions and working relationships in a factory without disappointment and anxiety. The excitement of joining a trade union is only one - but important - example of the lack of stability of workers who have grown up in cities. It seems that in this type of tension there is a large area of stress between the organizational structure and its personnel. Faced with and influenced by the many changes that have taken place in Japan at an accelerated pace over the past 2 decades, urban-trained young people are not fully suited to the system as it is being maintained. Dissatisfaction with the age-dominated approach to career advancement is characterized and freely expressed by many young people on the board.

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