Abstracts

The Communitarian Nature of Large Firms and the Employment System in Japan
Mitsuru Yamashita（Meiji University）
This paper examines the formation and recent changes in the communitarian nature of large firms in Japan, analyzing the employment system, corporate governance, and employees' attitudes toward work. Although the corporate governance and employment systems that supported these corporate communities mainly emerged after World War II, some companies introduced the management system at the core of corporate communities in the pre-war period. The communitarian nature of Japanese corporations provided job stability to employees, however employee satisfaction rates in large companies were relatively low from the 1960s to the 2000s. Due to economic changes after the 1990s, large firms' corporate governance shifted to emphasize shareholders' interests; but by the latter half of the 2000s, there has been a trend toward once again protecting the interests of employees. Rather than the communitarian nature of large companies disappearing, it still continues; however, employees have become much more aware that the corporate community exists in a more competitive environment than in the past. The pace of change is incremental, and the nature and purpose of the corporation and the sense of fairness among employees remain major issues.

The Changing Japanese Enterprise Community and Work-Life Balance Policies
Machiko Osawa（Japan Women's University）
Since the 1990's, Japanese companies reduced hiring of regular workers and increased the proportion of non-regular workers. This trend is leading to income disparities among relatively young working households and also causing a decline in productivity. In addition, there has been an increase in relatively lower paid nominal regular workers with limited benefits. Thus Japanese companies are creating relatively disadvantaged categories of regular workers who get job security but not the other benefits enjoyed by other regular workers. Women remain on the labor force margins, depriving Japan of the productivity gains other advanced countries have enjoyed due to more women working in the core labor force. The key is the introduction of work life balance policies which enable workers to assume career and family responsibilities. In order to maintain competitiveness, firms need to boost investment in human capital and introduce work life balance policies.

Community Firm and Human Resource Development or Career Formation: Focusing on Small and Medium-sized Firms
Atsushi Sato（Hosei University）
This article describes change or continuity in relationships between the degree of community firm and human resource development or career formation since the late 1990s, analyzing research data targeting mainly small and medium-sized companies. The main results from our analysis are as follows. Firstly, surveying trends based on previous research data showed that there were traditional norms for managerial career orientation and development on the basis of the long-term employment policies of particular firms, although the coverage of the community of firms has narrowed with the rapid growth of non-regular employees. Secondly, expectations for the roles of managers will increase more in the future in terms of human resource development in large firms. However, managers face a lot of challenges, such as not having enough time to foster their subordinates. Thirdly, regarding small and medium-sized firms, when we analyzed the type of firms with the degree of community, as constructed by a combination of recruitment policy and the subjects of human resource development responsibilities, we found that there is a high degree of community among small and medium-sized firms. Finally, this paper discusses the concept that these types of firms maintain communities as a "seed bed" to foster human resources, while they need to provide circumstances in which individual employees can make their own career according to their desires.

Change and Challenging of the Corporate Community and Industrial Relations
──In Two Cases of Hitachi and Shiseido Enterprise Unions
Hak-soo Oh（The Japan Institute for Labour Policy and Training）
The classic type of the corporate community, which consists of male regular employees of individual companies, has undergone significant transformation in the 2000s. In Hitachi, the number of members has drastically decreased due to strengthening corporate group management accompanying the introduction of the consolidated accounting system and reorganization of the corporate structure such as spin-offs, and the scope of the corporate community is shared by all groups in the personnel and treatment systems. Through the introduction of globalization and global common human resource management, corporate groups are globally spread, while corporate color and Japanese color are thinning. Industrial relations are basically at the company level, but they are also formed in business divisions and corporate groups to form multilayers.
In Shiseido, beauty consultants（BCs）who had not been members of the corporate community in the past, have become members of the corporate community due to the organization of sales subsidiary workers, including BCs, by the enterprise labor union and its subsequent activities and company responses since 1993. The union has pursued the "essence of the corporate community" independently through seeking satisfaction of customers' minds since 2013, and the essence is a "corporate love movement" based on "altruism." This is opening up a new horizon of the corporate community. By organizing the workers of major group subsidiaries in 1993, industrial relations at the corporate group level have been formed.

Enterprise Community and Legal Policy
Masanobu Mitsui（Hiroshima University）
The enterprises in which many of us spend our working lives are characterized by a Japanese-style employment system supported by Japanese employment practices such as a lifetime employment system, seniority-based treatment system, and corporate unions, as well as a stakeholder-type corporate governance that emphasizes the interests of workers. These have been characterized as a community. But, this is only from the viewpoint of sociology or industrial sociology, and it has not been discussed in the legal sense from the viewpoint of labor law. The influence of the enterprise community on labor law theory was indirect. However, at present, the negative aspects of the enterprise community such as closability cause various problems, and mutations in the employment society such as diversification are changing the enterprise community. Enterprises have great influence, such as guaranteeing us employments and lives, and when we spend our working lives with confidence and security in the enterprise, it is necessary to face from the front and resolve the contemporary problems raised by the enterprise community from a legal policy standpoint in the labor law. Therefore, this article focuses on important urgent issues surrounding the enterprise community from a multilateral perspective, such as labor contract law, protection of freedom, human rights, moral rights of workers, employee representatives, external checks, and so on, in order to make legal recommendations for solution of problems.

The Community Firm and Living Security
Minako Konno（Tokyo Woman's Christian University）
Providing employees with living security is an important element of the community firm, and the community-firm model of living security（CF model）has been the basis of the post-war social security system. Although many critics have pointed out economic-efficiency and gender-equality limitations of this model, it is difficult to envision a new model without examining how the CF model came into existence and evolved, and what it has made possible, especially for community members and the firm. This study provides a historical overview of the relationship between the community firm and living security in the wider context of the social meaning of "living" to help reconsider the relevance of the CF model to today. The idea and practice of providing living security for employees gradually took hold in modern management. Outside the firm, living was increasingly understood as something with an inner logic, and management responded

to this with various measures regarding basic working conditions and employee welfare policies. The CF model materialized during a period of high economic growth, supported by formal and informal commitments on the part of community members. Changes in the social and economic environment and adaptive measures do not seem to have undermined the spirit of the CF model completely. If a fundamental meaning of living security is to have stable and harmonious human relationships in place, the CF model, with all its shortcomings, may have renewed relevance.