

# JAPAN LABOR BULLETIN

ISSUED BY THE JAPAN INSTITUTE OF LABOUR

**Vol.31 - No.11**

**November 1992**

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## General Survey

### Business Activity Worsening

According to June economic indicators unveiled on August 25 by the Economic Planning Agency (EPA), The leading index, which foreshadows business conditions in the six months ahead stood at 45.5 percent, continuing below the "boom-or-bust" line of 50 for the 22nd consecutive month. Of all the 11 indices, five turned positive. This is the longest period for leading indicators to continue below the 50-percent figure equating the current recession with that of the past two oil crises. This shows that the nation's economy has yet to see the light at the end of the tunnel.

Continued weakness is exemplified by poor earnings in the auto industries. According to Toyota Motor Corp's results for fiscal 1991 released on August 26, profits plunged 60 percent in the first half of the current fiscal year from the same period last year. It was the third consecutive fall in earnings and the first time since the 1982 merger of Toyota Motor Co., Ltd. and Toyota Motor Sales Co., Ltd. for such an occurrence. Furthermore, Nissan Motor Corp. reported a loss of 15 billion Yen, the first such "current-period" loss for the first time since 1976, when the company was listed on the Tokyo Stock Exchange's first section. Car makers invested vigorously in plant and equipment to cope with the rapid increase in domestic sales for the past several years. But new car sales rapidly dropped after the financial bubble collapsed, placing a heavy burden of a fixed expense, such as depreciation, on the manufactures. Worse yet, the makers are unable to reduce investment in plant and equipment due to the promotion of shorter work hours as well as because of R & D expenses required to deal with environmental issues. Thus it is becoming clear that structural factors are responsible for the drop in corporate profits in the auto industry.

Meanwhile, on August 25 the EPA published its survey of regional economic trends for August. The report's wording in judging regional economic conditions in Shikoku and Okinawa, for instance, changed from "the economy is firming" to "the economy is slowing", an EPA official said. The report judged that a slowdown is taking place in all regions for the first time in the nine years since 1983.

About the same time, MITI (Ministry of International Trade and Industry) compiled the results of surveys on industrial trends, covering 150 major corporations, as well as regional economic trends, conducted among 960 middle-ranking as well as smaller-scale firms. Eighty-six percent of the middle-ranking and smaller companies characterized current economic conditions as "bad," up eight percent from the figure recorded in the previous survey in May. Thus the surveys found that the slump is spreading from big cities to local regions

and from large corporations to small- and medium-sized ones. Deteriorating business conditions in small firms were also confirmed by two additional reports, one, the Small Business Finance Corporation's survey on small business activity (covering 900 firms with which the Corporation has transactions) and the other, Shoko Chukin Bank's monthly survey of small business conditions (covering 800 companies with which the Bank has transactions). Both surveys said that sales profits and earnings have continued to drop sharply, making it more difficult for companies to raise funds.

In the wake such business conditions, the Bank of Japan's Tankan survey, announced on September 11, said that the nonmanufacturing sector also shows signs of the slowdown. Surplus inventories indicate that the current downturn is growing more serious and full-fledged than the "*endaka* recession" of 1986.

## Working Conditions and the Labor Market

### Survey of Executive Compensation

On September 4, the Research Institute of Labour Affairs Administration (RILAA), a private research organ, compiled the results of a comprehensive survey on the realities of senior executives' treatment. The survey, conducted between late May and July among 2,900 firms listed on stock exchanges across the nation, is focused on the details of executives' compensation including base pay, bonuses, retirement allowances as well as the age at which retirement becomes mandatory. Replies were received from 106, or four percent, of the 2,900. There had been minimal related data available on executives' treatment in Japan until this survey.

The average monthly remuneration and annual bonus for an executive (average age of 58.8 with 7.7 years in an executive position) per firm were 1.202 million Yen and 4.211 million Yen, respectively, coming to a total of 18.665 million Yen yearly. By position, the chairman received an annual pay of 36.91 million Yen and the president 34.28 million Yen, showing their pay averaged more than the 30 million Yen. Furthermore, the annual income of the average deputy president was 28.65 million Yen, that of senior managing directors 24.06 million Yen, managing directors 19.46 million Yen and directors 15.69 million Yen.

Let us compare the president's annual remuneration of 34.28 million Yen with the regular employee's annual wages (monthly pay multiplied by 12 plus summer and winter bonuses). According to RILAA's 1991 survey on annual wages and bonuses (289, or 10 percent, of the 2,840 companies listed on stock exchanges throughout the nation replied to the survey), the annual pay of a starting male college graduate (age 22) was 2.778 million Yen. This means

the president received 12.3 times that of a new recruit. Furthermore, the annual income of a typical 40-year-old male employee with a college degree was 7.3497 million Yen, indicating that the president receives 4.7 times his wages. The 55-year-old male with a college diploma received 10.7879 million Yen, topping 10 million Yen meaning the president received 3.2 times remuneration.

## Labor-Management Relations

### **Labor Unions Searching for New Political Policy-Debate over "New Party" Suddenly Emerging after Upper House Election**

A vigorous debate over political policy is being conducted at annual regular conventions of individual labor unions, following the July 25 House of Councillors election. As the pillar of its strategies for taking power, Rengo (Japanese Confederation of Trade Unions) had until now set forth creation of a political party which could oust the Liberal Democratic Party (LDP) from power and take the reins of government, with the Social Democratic Party of Japan (SDPJ) and the Democratic Socialist Party (DSP) at its core. This concept of a coalition of the two parties collapsed due to the fierce confrontation between the two over the issue of passing a law enabling Japan's Self-Defense Forces to take part in U.N. peace-keeping operations at the last Diet session as well as because of the disastrous performance of Rengo candidates in the last Upper House election. Thus, the organization is presently in search of new concepts.

Notable among these is formation of a new political party. To launch a new party, potential members will be considered from a wide range with major emphasis on personality and policy, transcending the framework of existing political parties. As part of this new approach, labor unions will nominate and support "reformed-faction Dietmen," including LDP members, in future elections. Labor leaders under the umbrella of IMFJC, including Tekkororen (Japan Federation of Steel Workers' Unions) are particularly active in promoting the formation of a new party. Tekkororen Chairman Washio, for example, has declared basic policies for the new party. These are: first, debate on revision of the Constitution; and second, acceptance of the Self-Defense Forces (SDF) as constitutional. Zendentsu (Japan Telecommunications Workers' Union), which has long supported SDPJ, is also in favor of the creation of a new party. Arguing that overhaul and realignment of the SDPJ is essential in order to form the core of a party which would present a viable alternative to the LDP, the organization is trying to dissociate itself from its close relations to the SDPJ.

Jichiro (All Japan Prefectural and Municipal Workers' Union), Japan's largest industrial labor union and supporter of the SDPJ, is mired in a complicated intra-union battle. At its August annual meeting, Chairman Goto declared, "A coalition of huge democratic powers

transcending the framework of political parties is necessary. Therefore, to achieve this aim, we might disband the existing party to launch a new party." His statement, however, invoked criticism from representative members that "once we go awry, this will be the demise of the SDPJ." Currently Jichiro has a total of 31 of its members in both Houses of the Diet, many of whom one-time union executives and who won organizational and financial support from the union. For this reason, the organization finds it difficult to switch its own policy on political parties as the JC-affiliated unions are doing. Thus, it is difficult for Jichiro to jump aboard the new-party bandwagon. Other Kankoro unions, such as Zentei (Japan Postal Workers' Union), are also faced with a similar situation. Meanwhile, labor unions which support DSP, plan to strengthen the DSP in the next general election. Union members voice criticism of the stagnant DSP, however. "We felt we fought futile election battles in regions." came the cry from the ranks of party supporters at a convention of DSP-supporting unions. Depending on how the new-party debate progresses, these unions might be forced to overhaul their policy lines.

Formation of a new party is not easy to achieve, even though the concept may be appealing. Many issues need to be solved, -including: Where do political funds come from? How about the election organization? The current debate over the formation of a new party among labor unions has just gotten underway, with no specific programs emerging. Furthermore, an argument has yet to be made between the unions on how they will relate themselves with the parties. It is predicted that the debate over a "relationship between political parties and labor unions" will continue within Rengo.

## International Relations

### France's Ministers of Industry and Trade and Labor Visit Here

A French group of 30 members from government and the private sector, led by Minister of Industry and Foreign Trade Straus-Kahn and Minister of Labor, Employment and Professional Training Aubry came to Japan on August 31. The purpose of their visit was to exchange views and opinions on employment and industrial policies with Japanese government officials and to inspect Japanese businesses. Two ministers and other group members were interested in learning the following. Regarding the labor crunch, they wanted to know how companies respond to the labor shortage and what effects the worker shortage exerts on wage levels and on working hours; what the government's goal is and what hampers reduction of work hours; and, whether or not a reduction of working time will affect corporate competitiveness. On vocational training, they asked Japanese counterparts about whether the Japanese system of putting emphasis on intra-firm training is functioning smoothly, noting that in France, emphasis is placed on provision of vocational education in the process

of education. Regarding labor-management negotiations, they had questions about the role played by the government in wage and other types of labor disputes.

On September 1, the two ministers and their team members visited plants of Toyota Motor Corp and Sony Corp near Nagoya. Minister Aubry stressed, "Our industrial circles recognize that Japanese businesses transfer of rights to employees is a source of their competitive power and we need to see how work is done." The team members exchanged views with administrative officials of Ministry of Labour and Ministry of International Trade and Industry. On the fourth, they conferred with the leaders of Nikkeiren (Japan Federation of Employer's Association), including Chairman Nagano and they vigorously exchanged views and opinions on the basic stance of Japanese-style management and issues of wages and working hours.

## Public Policy

### **A Report by the Committee of Advisory Council on Social Security-Toward Long-term Stability of Public Pension**

On September 17, Nenkin Suri Bukai (Pension Actual Committee) of Advisory Council on Social Security, an advisory panel to the prime minister, compiled a report incorporating recommendations on revision of public pension programs in 1994. Once every five years the Council makes long-term financial calculations related to overhauling the public-pension program. Based on the report, the government will present a bill revising the public pension program at a regular Diet session in 1994. The bill will call for raising the pensionable age and unification of public pension programs.

Lifetime pension benefits are a must for public pensions. However, with benefit payments becoming larger due to graying of the population, the government is facing a severe financial plight. To curb the future increase in contributions to the pension plan while maintaining the current benefit levels, it is inevitable that the pensionable age must be raised from the present 60 to 65 in stages. The Committee recommends that it is necessary to complete raising of the pension age to 65 by the year 2010, when the post-war "baby boom" children, or those who belong to what is called "*Dankai-no-sedai*" in Japanese, enter old age and become the pension-supported elderly. However, the plan calls for flexible measures to be taken to enable individuals to receive a pension even from 60 years of age, according to his or her personal reasons, such health and ability to work, instead of setting the pension age rigidity at 65.

Discussions of unification of public pension plans are underway to balance out benefits

and payments and to stabilize financing sources in the long run. Because of the fact that Japan's pension scheme differs by occupation, changes in industrial and employment structure inevitably affect the number of the participants by scheme. This situation has brought on a variation in the financing between the plans and has already caused near-disastrous financing of some of the plans. Under these circumstances, the task to be tackled in unifying public pension plans is to build the framework on stable financial bases. This would enable plans to cope with future changes in industrial and employment structures and to rectify the variations in the financial situation between the plans. Thus, the Committee has presented three model plans for unification of the public pension plans. First is consolidation all the pension plans into one to establish a new program. Second is integrating into two programs the private-sector Employees' Pension Plan, particularly the Employees' Pension Plan, and the Public-Sector Pension Plan, incorporating National Government Servants' Mutual Aid Pension and Local Government Servants' Mutual Aid Pension; and third is financially adjusting pension payments every fiscal year while keeping individual pension programs intact. The recommendation is the first of its kind the government organ makes toward the next pension revision. There will likely be a hot debate over this issue at the Pension Council, which advises the Minister of Health and Welfare and which is presently studying a specific draft revision, as well as in various other concerned circles.

## Special Topic

### Intrafirm Communication at Small- and Medium-sized Enterprises

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#### 1. Background

The declining unionization rate is widely seen and internationally discussed problem, and Japan is not immune to this trend, either. The focus of discussion among practitioners and researchers involved in industrial relations has been on the causes and future prospects for the trend as well as of policies for altering such a trend. This paper attempts to probe this issue from a different perspective-what industrial relations at firms without labor unions are like and what maintains these relations as they are. There may be an infinite variety of types of labor-management relations at enterprises without labor unions and also, there may be diverse factors binding such relations. Accordingly, this paper will probe those facts which support the following hypotheses. From the viewpoint of labor unions as the channel of

workers' group-based voice to management (Hirschman 1971, Freeman & Medoff 1984), this paper will base the discussion of the subject on the hypothesis that some kind of substitute channel of workers' voices other than a labor union may be working at these firms.

Generally, the following three forms may be listed as a substitute channel for the voice of workers'.

### **1) Dispute resolution mechanisms external to the enterprise**

The courts are the most typical example of this mechanism. Also, there are conciliation and mediation bodies, both public and private. Such entities are most typically developed and in frequent use in the U.S. They also exist in Japan, but fewer cases, it is considered, are brought to former public dispute resolution machinery, either the courts or labor relations committees, in Japan in comparison with the U.S. and Germany (Hanami 1985).

Other quasi-public dispute resolution machinery which can be used by unorganized workers includes labor administration offices, established by local governments, which offers labor counseling. Ishikawa points out in his 1989 paper that labor-management disputes will likely increase in unorganized fields; and he bases his argument on the rise in the number of counseling cases, notably those from workers engaged in the tertiary sector, at labor administration offices in Tokyo.

### **2) Employee representation system (group-based substitute channel of workers' voices other than in the form of a labor union)**

The works council (a committee of representatives from employees) in Germany is one such model. One influential hypothesis is that even in Japan, which does not adopt a dual labor-management relations system such as in Germany, some kind of employee representation system is presumably working in enterprises without organized labor unions. Furthermore, such representatives play a certain role as a group-based channel for voicing workers opinions in place of a labor union.

Three different approaches have been made to probe this hypothesis. The first of these approaches is research conducted mainly by law scholars. Under Japanese law, such as the Labour Standards Law, establishments without labor unions representing the majority of employees must hear the views and opinions of those representing the majority of employees on a variety of matters, including codification, revision and abolition of working rules, although they are not given joint decision-making rights nor veto power over a wide variety of matters as in Germany. Taking note of this, legal scholars conducted research to provide a clear picture of these practices. Typical of such works are Kojima (1989) and A Research and Study Group Regarding Majority Representatives in Labor-Management Agreements (1989).



The second approach assumes that among organizations which are called *shain-kai* (all employee organization) or *shinboku-kai* (employee' social club) which are widely established particularly among small-and medium-sized enterprises, are considerable numbers of de-facto employee representation organization. Attempts have been made to clarify the actual situation including several studies such as Koike (1981) which earlier made this argument. The most comprehensive research and study up to the present is the one done in 1990 by the Tokyo Metropolitan Research Institute of Labour (TMRIL). This study found that at enterprises with fewer than 300 employees, 10-15 percent have an organization of workers, which is a quasi-labor union, where workers discuss with management working conditions or management plans. What is discussed by these organizations is not necessarily clear, and one cannot jump to conclusion that the 10-15 percent indeed have an organization of workers which serves as a quasi-labor union. The study, however, made a notable step in this field.

The third of these approaches was made by Koike in his 1977 book. He took note that in the Ministry of Labour's periodical survey on labor-management communications, a considerable number of firms without unions replied that they have a labor-management consultation system. From the fact, he deduced the existence of a group-based machinery for workers' participation at enterprises without unions.

### **3) Those in middle-management positions and supervisors**

Unlike the workers' representation system in 2), the third type of machinery does not select representatives. It is necessary to note, however, that those in key positions within corporate organizations, such as middle managers and supervisors, are likely to play a significant role in promoting communication between management and workers. They are expected to act as intermediaries between top leaders and rank-and-file workers to convey the views and opinions of the former to the latter, or those of the latter to the former, on business-related matters. They are also expected to act as organizers and informal opinion leaders of workers. Managers as well as rank-and-file employees seem to stick to this kind of idea, at least in Japan. If middle-management and supervisors at enterprises without labor unions play such a role to some extent, the possibility is that they might be viewed as a substitute voice mechanism. This can also be surmised from the survey outcome conducted for the aforementioned 1990 research by TMRIL. The survey revealed that significantly high, or 53.3 percent, of small-and medium-sized firms list those in managerial posts and supervisors as persons with whom they discuss issues concerning wages. On the other hand, 16.4 percent cited labor unions and 8.7 percent employee organizations for discussion of this. Of course, "what is discussed" is important, but the above survey outcome is worth drawing some attention to.

## 2. Survey Method and Outcome

In order to probe items 2) and 3) out of the three hypotheses on the substitute channel of workers' voices, a questionnaire survey was conducted by mail targeting 2,000 enterprises with 50-299 regular employees and their 'core employees' (enterprises were asked to select them and mainly those in middle-management positions and supervisors were selected). Replies were received from 18.6 percent of the firms and 69.6 percent of the presumed 'core employees' workers (to whom the enterprises presumably distributed questionnaire forms). Space considerations preclude detailed analysis of the survey outcome, but some of the interesting findings will be reported here.

### 1) Employee voice organizations

Of the 375 enterprises which replied to the survey, 59, or 15.7 percent said that they do not have organized labor unions but have an employee organization to discuss with management various types of working conditions. This type of organization is hereinafter called a employee voice organization. Furthermore, 104, or 27.7 percent enterprises had labor unions, and 133, or 35.5 percent did not have either labor unions or such voice organization although they have a social club. Seventy-four, or 19.7 percent had no labor union nor an employee organization. It was unknown at five, or 1.3 percent firms whether they had machinery giving workers' a voice.

What is important about discussion of working conditions with management is what is talked about. What level of voice do the workers actually have in the discussion? Unlike workers at enterprises with labor unions, are they merely given a superficial right to talk? It is difficult to confirm this in a questionnaire survey, but several related questions were asked.

Firstly, Table 1 shows the details of the subject to be discussed. As a whole, fewer subjects are discussed at the employee voice organization. However, it should be noted that 78.0 percent of the organizations discuss working hours and holidays and 44.1 percent talk about wages.

**Table 1. Discussed Issues by Company Type (M.A.)**

Issue company type	total	wage level change	annual bonus	severance/ person- retirement pay	nel/wage system	work hour/ holiday	job reas- signment /transfer	training	work condition safety/ health	welfare facility	long-term business plan	annual business plan	other	N.A.
Unionized	104 100.0%	100 96.2%	90 86.5%	61 58.7%	71 68.3%	98 94.2%	37 35.6%	24 23.1%	75 72.1%	61 58.7%	25 24.0%	43 41.3%	3 2.9%	2 1.9%
Non-union/voice organization	59 100.0%	26 44.1%	17 28.8%	6 10.2%	19 32.2%	46 78.0%	11 18.6%	15 25.4%	37 62.7%	25 42.4%	5 8.5%	20 33.9%	1 1.7%	2 3.4%

Secondly, on the frequency of discussions, 35.6 percent of the organizations surveyed held over 10 rounds of talks a year and 56.0 percent over four rounds. The two figures are lower than those for firms with labor unions-50.9 percent hold over 10 rounds of talks and 82.7 percent over four rounds. This, however, indicates that there are significant numbers of voice organizations which hold discussions with management with fairly high frequency.

Thirdly, Table 2 shows that nearly half, or 49.2 percent, of the enterprises with employee voice organizations use them as an employee to top management communication channel on such major issues as wages and working time.

**Table 2. Communication Channel for Taking Employee Needs/Opinion on Employment Conditions by Company Type (M.A.)**

channel company type	total	individual employee	middle manage- ment/ super- visor	employee organiza- tion	union	other	does not apply
Unionized	104 100.0%	3 2.9%	29 27.9%	2 1.9%	101 97.1%	2 1.9%	1 1.0%
Non-union/voice organization	59 100.0%	6 10.2%	39 66.1%	29 49.2%	—	4 6.8%	4 6.8%
Non-union/ friendship organization	133 100.0%	16 12.0%	87 65.4%	15 11.3%	—	6 4.5%	31 23.3%
Non-union/ no organization	74 100.0%	20 27.0%	47 63.5%	1 1.4%	—	1 1.4%	19 25.7%

From the replies to the above three additional questions, it can be said that although there are organizations only with superficial and weak voice among the voice' organization, significant number of them may be functioning as a substantial voice organization.

## 2) 'Core employees' (middle-managers and supervisors)

Next, let us look at the roles played by 'core employees.' There is no clear definition of them; but they are the employees whom enterprises consider to be in central positions in performing business operations and maintaining an organization. Looking at the attributes of 1,991 respondents to the survey, 73.8 percent held such middle-management positions as, section chief and department head, and 4.8 percent were group leaders and supervisors, thus bringing the total to 79.7 percent. In addition, of the 12.6 percent who were classified as 'others,' those engaged in managerial or quasi-supervisory jobs under the title of the head or chief are also included in this category. Thus, it is fair to conclude that 'core employees' in this survey are basically those engaged in middle-management positions and supervisors.

Questions were asked item wise to those 'core employees' as to whether they strongly felt the need to convey the will of their coworkers or subordinates to the company's top executives. Of the results thus obtained, which are shown in Table 3, 59.9 percent said that they strongly felt the need for such bottom-up communication regarding any one or several of the three items involving working hours, wage levels and the wage system and the fringe benefits.

Table 4 represents replies to the question of whether those 1,747 middle-ranking workers who felt the above-mentioned need actually conveyed the views and opinions of their

coworkers and subordinates to top management. Of those 1,198 workers who felt the bottom-up communication was needed for any one or more of the three, 789, or 65.9 percent submitted their opinions regarding at least one of the items. This result should be taken with some reservations since it is based on 'core employees' self evaluated replies. It may safely be said, however, that judging from the high ratio, the results basically support the above hypothesis 3).

**Table 3. Issues Felt to Be Addressed (M.A.)**

total	company- wide busi- ness policy	industry condition/ competi- tion	department- wide policy	company- wide promo- tion/ transfer	department- wide promo- tion/ transfer	company- wide human rela- tions	department- wide human rela- tions	wage system/ level	welfare/ benefit	work hour	other	does not apply	N.A.
1999	568	542	806	679	646	417	479	763	454	724	22	229	23
100.0%	28.4%	27.1%	40.3%	34.0%	32.3%	20.9%	24.0%	38.2%	22.7%	36.2%	1.1%	11.5%	1.2%

**Table 4. Issues Actually Addressed (M.A.)**

total	company- wide busi- ness policy	industry condition/ competition	department- wide policy	company- wide promo- tion/ transfer	department- wide promo- tion/ transfer	company- wide human rela- tions	department- wide human rela- tions	wage system/ level	welfare/ benefit	work hour	other	N.A.
1747	276	394	609	332	469	219	329	421	223	472	15	24
100.0%	15.8%	22.6%	34.9%	19.0%	26.8%	12.5%	18.8%	24.1%	12.8%	27.0%	0.9%	1.4%

### 3) Collective Voice Mechanisms and Core Employees

What, then, is the relationship between collective voice machinery, such as the labor union and the employee voice organization, and individualized voice channel through 'core employees'? Table 2 shows 97.1 percent of enterprises with labor unions hold talks with unions to gain some insight into the workers' opinions on and their requests regarding working conditions, while on the other hand, 27.9 percent utilize the communication channel through those in the ranks of middle management and supervision to do so. This percentage is lower than that for enterprises with other types of participation machinery. From this, it may be surmised that labor unions function as machinery for workers' group-based voices and therefore, that this tends to reduce the need for communication through 'core employees'. The same Table shows, however, that enterprises with the employee voice organization utilize it as an additional channel of communication, but this does not mean they use a channel of communication through 'core employees' less frequently. The two channels of communication seem to be functioning simultaneously and are not necessarily substitute for each other.

Note 1: For hypothesis 1, see Tokyo Metropolitan Research Institute of Labour's 1985 analysis of the realities of labor dispute handling at labor relations committees and labor administration offices.

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**WELCOME TO THE JAPAN  
INSTITUTE OF LABOUR**

**Top Labor-related Leader's Invitation Program**

Fifteen leaders from ASEAN countries (September 2~11)

Fifteen leaders from South Pacific countres (October 19~28)

Six leaders from Senegal and Morocco (October 1~10)

**Perspective Trade Union Leader's Invitation Program**

Four leaders from International Association of Machinists and Aerospace Workers (IAM) (October 13~30)

## Statistical Aspects

### Recent Labor Economy Indices

	July 1992	June 1992	Change from previous year
Labor force	6,614 (10 thousand)	6,653 (10 thousand)	38 (10 thousand)
Employed	6,480	6,520	37
Employees	5,158	5,139	112
Unemployed	141	139	1
Unemployment rate	2.2 %	2.1 %	0.0
Active opening rate	1.04	1.08	- 0.36
Total hours worked	172.7 (hours)	173.6 (hours)	- 2.2*
Total wages of regular employees	(¥thousand)	(¥thousand)	2.1*

Source: Management and Coordination Agency, Ministry of Labour.

Notes: 1. \* denotes annual percent change.

2. From January 1991, data of "Total hours worked" and "Total wages of regular employees" are for firms with from 5 to 30 employees.



Source : National Financial Corporation Research Institute,  
*Survey Quarterly* 22,1992

Notes 1. DI denotes the difference between the percentage of enterprises which saw their sales "increase" from those which saw their sales "decrease."

2. Figures for Commerce indicate the total for wholesale, retail and eating establishments.

3. DI for construction indicates the order-receipts DI.

4. Figures for July-September 1992 period are projected. (The same shall apply hereafter.)