

Abstracts

Changes in Industrial Structure and Work Styles

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The purpose of this paper is to review the relationship between industry and the labor force by looking back historically at industries in Japan. In considering the relationship between industry and labor, the important points are the homogeneity within industries, the heterogeneity between industries, and the impact the rise and decline of industries has on the labor force. In this paper, we examine the relationship between the transformation of the industrial structure and the labor force from the 1940s onwards, distinguishing three periods: the wartime regime, postwar reconstruction, and the high economic growth period. We explore how these transformations in industrial structure and its relationship with labor were brought about by the historical events which took place during these periods. After the rapid heavy industrialization of the wartime period, the 1940-1970 period was characterized by a shift in the industrial structure during a time of high economic growth, centered around the emergence of the machinery industry. After World War II, dealing with declining industries became an important issue for both the government and labor unions. During the period of high economic growth, automation was introduced mainly in the machinery industry, and, as its use became common in operations, the labor skills needed changed over time. In the following 1970s and 1980s, post-industrialization progressed, and technological innovation became more widespread. With the introduction of microelectronics and office automation, technological innovation affected a wider range of industries and work styles. In addition, non-regular employment expanded after the 1970s, primarily in wholesale and retail trade, and restaurants. The 1990s-2010s were marked by the development of information technology and the expansion of the childcare and nursing care industry. As the service sector expanded, the share of non-regular employment continued to increase, but this growth has slowed down in recent years.

Industries and Diversification of Employment Systems

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This paper discusses the divergence in HRM practices by industry in light of the relations between main products and services and global competitive pressures per sector. The products and services firms often influence how firms train and develop employees' skills and evaluate their performances, which, in turn, determines the ideal types of HRM practices for each industry and job category. On the other hand, labor practices of each country are contingent upon national institutions such as education and training systems and labor relations, which provide firms with limited scope for modifications of their HRM practices. In Japan, traditional employment practices have been practiced across sectors. The intensification of global competition, however, is now manifesting through comparative institutional advantages and disadvantages per products and services in each country. This gradually creates divergences in employment policies as firms in disadvantageous positions try to break away from tradition. Having said that, HRM practices in common organizational fields also have tendency to converge because of the legitimacy or social norms, regardless of whether they fit with individual firms' skill requirements. As a result, employment systems are likely to go through successive divergence and convergence phases, where industries and job categories grow more diverse while national characteristics embedded in the institutional framework remain.

Functions of Industry -Wide Labor Organizations in Japan and Their Evolution over 19 Years

Minjin Lee (Rikkyo University)

The purpose of this article is threefold. The first is to examine how many industry-wide labor organizations perform the important functions of improving working conditions,

organizing firms without unions, and establishing and implementing industry-related policies. The second is to examine how their role in these functions have changed in 2019 through a comparison with survey data of the year 2000. The third is to introduce specific cases of three industry-wide labor organizations which perform these functions well. The conclusion is the following. First, more than three-fourths of industry-wide labor organizations perform wide-ranging activities such as conducting surveys, establishing and working to implement industry-related policies, or organizing activities. However, half of them have regular consultations with industry-wide business organizations about industry-related policies, movements in industries and so on. In addition, less than half of them have talks with business organizations or some firms to improve working conditions including pay raise in Spring Labor Offensive and give a guide for member organizations to work on the minimum regulations of working conditions. Secondly, the performance of these functions has both grown stronger and weaker over 19 years. The function of organizing, or instituting labor-management consultations over industry policies has strengthened. However, labor organizations have become weaker in improving working conditions.

Collective Regulation of Working Conditions at the Industry Level and Theoretical Subjects: Cross-enterprise Collective Agreements and General Binding Effect in a Locality

Miki Kawaguchi (Kansai University)

The development of collective regulation of working conditions at the industry level is important for the maintenance and improvement of working conditions. For the development to occur, it is necessary to conclude cross-enterprise collective agreements and use the general binding effect in a locality. This article studies theoretical subjects regarding cross-enterprise collective agreements and the general binding effect in a locality. With respect to cross-enterprise collective agreements, the actions of employers for the purpose of collective bargaining and conclusion of collective agreements do not infringe on the prohibition of restraining competition by Act on Prohibition of Private Monopolization and Maintenance of Fair Trade. In the case of a conflict on collective agreements, the subordinate labor union can only conclude collective agreements within the constitution and controls of the superior labor union. Regarding the general binding effect in a locality, its purpose is to maintain and improve working conditions and realize fair competition among employers and among workers. This thereby leads to the maintenance and stabilization of the business activity of employers concluding the collective agreement, and the maintenance and improvement of working conditions of workers who are members of the labor union concluding the collective agreement by setting the standard fixed by the collective agreement as the minimum standard of the workers of the same kind in a particular locality. Conditions and effects of the general binding effect in a locality are interpreted considering this purpose.

Industrial Sector in German Collective Bargaining Agreement System Focusing on the Case of Contract Logistics

Takuya Iwasa (Senshu University)

This paper analyzes the reorganization of the industrial sector in the German collective bargaining agreement system, focusing on the case of contract logistics. In Germany, many collective bargaining agreements are concluded on an industry-wide basis. In the "metal and electricity" sector, which is the largest and includes automobile manufacturing, machine manufacturing, electrical equipment manufacturing, a cross-sectional collective agreement has been signed with IG Metal and employers' organizations under Gesamtmetall. The agreement guarantees a relatively high level of working conditions. However, manufacturers continue to outsource contract logistics to external companies instead of opting for traditional direct employment. "Contract logistics" provide manufacturers with long-term contracts such as inspection, quality control and preassembly, in addition to the conventional warehouse management and transportation. This outsourcing reduces the scope previously regulated by collective bargaining agreements in the metal and electrical sectors. In response, IG Metall is developing a

movement to organize employees in outsourced logistics companies and conclude corporate agreements. Admittedly, the previous scope of industry-wide agreements has not been restored. However, the cost benefits of excluding these employees from the metal and electrical sectors are considerably restricted as a result of IG Metall's counterattack.

Globalization and Changes in the Manufacturing Industry from the Perspective of Glocalization

Atsushi Sumi (Meiji University)

As globalization progresses and advanced technological innovations spread rapidly, manufacturing companies develop businesses that transcend the traditional industry category, and production sites undergo major changes. The purpose of this paper is to show that the manufacturing industry is transforming beyond the framework of "manufacturing" from the perspective of glocalization, which considers the intersection of "global" and "local" — two critical concepts when discussing globalization. In this paper, we examine changes in production sites and employment practices through three distinctive processes: global homogenization, local diversification, and simultaneous homogenization and diversification. We address the increasing importance of global strategy during the third stage of glocalization. For a multinational company crafting its global strategy, optimizing the needs for localization and global integration can be understood as an issue of allocation and coordination of the value chain activities across borders. When analyzing changes in the manufacturing industry through that lens, the increasing importance of location in global strategies can be an explaining factor for the growing importance of so-called downstream activities in the value chain. Today, the importance of marketing is often pointed out with respect to Japanese manufacturing companies where "monozukuri," or "making things," is a sole source of competitive advantage, but this is due to the paradigm shift in global strategy regarding the value chain, from a traditional emphasis on upstream to a growing focus on downstream. Due to this evolution, the manufacturing industry today is morphing into a sector that can no longer be reduced to the simple "manufacturing = monozukuri" equation.

The Effects of Municipal Mergers on Local Government Employment

Kazuma Ooka (Kobe University)

Since the 1990s, Japan has experienced the "Heisei-no-daigappei," or Great Heisei Merger, in which the number of cities, towns, and villages has roughly halved in the 20 years since the end of the 1998 fiscal year. In this study, we examine the impact of the Great Heisei Merger on the number of municipal employees. We use aggregated data for pre-merger municipalities based on the post-merger municipal districts and estimate the effect of the merger using the propensity score matching method since mergers were non-random. The results show that the decrease in the number of employees in the merged municipalities is smaller than that in the non-merged municipalities in the early post-merger period. However, the gap reduced over time, and by the seventh or eighth year after the merger, the number of employees in the merged municipalities decreased more than in the non-merged municipalities. These results suggest that adjusting the employment of civil servants takes time and that there is a systemic fiscal factor, since special measures for local allocation tax grants for merged municipalities end ten years after the merger.