

# Japanese and American Management: A Conceptually Study on Two Conceptions

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## Abstract

Through the details researching work of Japanese and American Management core strategies at unconventional approach. Japanese and the American are two fundamentally altered management styles from the wider outlook. The goal of this paper giving the framework through the details conceptual investigation based on the two styles of management. Generally four basic underlying management concepts and theories of historical Judgments show the scatter point of views and the behavior approach management style. There is the main difference is about the philosophy and attitudinal evaluation of management practices. Japanese's management is the based on unionism manner system on the other hand American management describes the individualism concept. They are different for many reason but both are leveling their management practices to the global standard.

**Keywords:** Japanese Management, American Management, Management Practices Unionism, individualism

## 1. Introduction

Human Relation is the key aspect of management in all the workplace. To that employees and the employers perform together as for the effectiveness of organization's productivity. It is very essential to understand the employees how they fit into the overall management system in consistent with the supervision of managers. It would understand how they can maximize the outcome of productivity through giving the best support and ensuring the standard by following best suite management style. Manager is the more crucial part of the organization as per the responsiveness to the particular working area, environment, and behavior, motivational and triggering areas. That can pursue employees' intention and attitude about the organization. So to make the correct decision to stimuli the work place and the employees help to achieve best possible productive to trace the ultimate goal of organization. An organization without the good management system is doomed extinction. This research is related about the Japanese and the American aspects of management at comparative sense. From the both nous of management, it is unavoidable question to follow the proper management style to follow the overall perspective. Both styles are quite different in some places of management practices, comparing makes question which one is best or better. In 1970 at the time of worsened economy of USA and the Japanese economy sustained a fairly highly growth rate there was reason behind it the companies had followed the better struggle than the American management style. It is consider that the Japanese's management factors are the best in comparison with the standard level there quality is more important issue. On the other page American management ensure a place through implementing the better strategies too. American management see to admirable in management style to survive for the long time and getting more profit through the widening the organizations span. So it is a debating issue about the believing factors of management that trigger the company's affectivity of two countries from two perspectives of management. The purpose of the study is to discuss the framework between the key aspects of two management's style. That deals with the employees are observed by supervisor or managers at all the management practices circumstance.

## 2. Objectives

The main determination of the study is to catch the assessment aspects through the conceptual analysis of Japanese and American management Styles.

## 3. Methodology

It is the study that is descriptive in nature that conceptually deliberates the two standpoints of management styles. Contrasting the analysis of Japanese and American management styles there data has been sourced in secondary basis. Many literatures background help to find the gist information those reliefs to meet the study conceptuality. The secondary sourcing of data is from published articles, books and websites.

## 4. Findings and analysis

### 4.1 Pieces of Two Management Styles:

When then Japanese industrial started to import the method from the American practices that was the decade of 20<sup>th</sup> century. In the inter-war Japan strangely made the best principles based on the scientific management through

show the time and motion study. Not only made the effective industrial space and strategies learn about the American management such as the Taylor system. After that the 2<sup>nd</sup> world war Japanese conquest helped to make American technologically superiority as also the management style. In 1954 Japan Established the 'Japan Productivity Center' to reflect the interest in management and management education. It is known that the quality control is the most successful practices transplanted in Japan is the best sign of how American practices were modified. American statistical quality controls techniques that were producer were completely transformed in 1960s through the quality production control that widely known as exceptional signature of the Japanese Management that really was based on the consultation through the managers and shop floor employees, with giving the highly importance on input from the workers who would be liable to execute the procedure. In 1950 there Nippon Denso had already introduced the statistical control techniques when it was designated as the part supplier of United States Army. In 1961 Nippon Denso got the Deming prize for famous quality performance that indicating on the quality contribution issue. In 1970 Japanese industrial firms overcame the crisis that hit the economic severely. In 1980 to keep pace the growth of Japanese's movement of economy they given the attention on world business community and management that caliber the triumph of Toyota Motor in world market. Time to time the Japanese management refurbished that not based on customarily dogmatic but making the institutional arrangement and congruence. Through the huge number of phases the Japanese and the American Management made the level of judgment from two particulate types of management. If we think that the social norms of Japanese companies and American management, the Japanese companies are not on the same page, so to say Japanese's norms show the great example of job security, health areas and also better carefully about the organizational environment on the contrary American companies give the emphasis on productivity there less thinks about the norms issues. Dominique D. Mals (2012) given the explore that the Japanese organization follow beliefs that and individual should contributing of the society as whole on the other side the American companies give more focus on satisfying themselves first only then the appeasing on the society furthermore the perception that is the more important for Japanese and American companies shows the big difference. Wokutch(1990) demonstrate some of perception that will not perfectly applicable to the corporate social responsibility issue as per the individual right and social environment of Japan and America.

Takesahi Ohsawa (2010) explained in Japanese companies, people are more vital than the money and others issues, manager and their employees can be in big family. There compares the minimum perception of American and Japan. It signifies that in Japanese's companies there minimum unit is individual on the American companies' there minimum unit is job. So there is a huge disparity. In Ohsawa (2010) focused that Japanese employees feel a great loyalty to the work on the divergent American 'employers and employees are in contract about the trust basis.

Japanese organization ensures the employees about their job as the assurance manner and a great part of the organization. While the age of 60 years most of the American companies don't; guarantee anything about the job security. Ohsawa shows from two points of views between the American and Japanese management style hiring and the responsibilities for. When the hiring of new employees, Japanese comes always seek who have the cheerful, active lean and eager and willing to dedicate American company's especially hires for the particular job abilities and skills. It is a matter of fact when the Japanese managers prefer and support to harmony and equality team between team management with taking impact as together and all punishments and the rewards on the individual performances of employees in American's corporation while neglecting the incorporated issue. Robert Anderson (2009) explain the focusing on the life time employment and the manager is responsibly to ensure the harmony that helps to achieve the ultimate goals of the organizations and on the other indicator American managers care that employees who stick out ought to possibly recognize and invigorated.

There takes little time to fill the vacant position while the senior workers are available in Japanese's companies but American always seek to set the fitted people to keep the highly profit margin manager.

The valuation system of Japanese is based on the team based on the other hand the American's managements follows the individual consideration as for that, there is huge a break of them. Japanese's companies track two typical process of decision making, one is formal and other is informal, in order to get the ultimate goal there follows informal system of decision making on the other side to make any meeting there arrange formally, so it is not possible to formally compare to the decision making process with the American style. "Ringi" system is the overall accepted decision making process of Japan, while the American follows the growth based and corporation based decision making strategy, the manager usually holds decision maker after that communicate it for the subordinate.

Many scholars believe that the Japanese management is superior than the American one as the context of corporate responsibility issue so to say Japanese's manager exceptionally care about the job security issue, experience matter, health and living environment issues. They think that employees are the good values of the organization in many reason that's why, they show their loyalty to the employees through which they achieve to their organizational goal in integrated participation. They highly focuses on the decision making process so called "Ringi" system that is relatedly consistent with the organization. If we take from the other slants it seems that

they don't care the all dimension of management some places are not better than American, social environmental, individual issue are the probably great metamorphosis screening arena. Japanese's cares best toward the employees also prefer to hire form different perception. Team system is not always gives the better feedback are the flaws side of Japanese management system because team may be criticized in terms of the overall organizational goals. In American organization individual holds the responsibility not the team so it has less intensity to boost the overall congeniality of the performance.

It is popular knows that the theory of Dr, William Ouchi's "theory Z" that that explains the working culture inside the Japanese management style reflects in a way there employees can become more responsibly and capable of working from many sense. Theory Z management inclines to promote stable employment, high productivity, and high employee morale and satisfaction.it is based on the Dr. W Edward Deming's famous 14 principles, Deming is and American scholars whose management and motivation theories are very popular in globally. Deming's theories are abridged in his two books, *Out of the Crisis* and *The New Economics*, in which he spells out his "System of Profound Knowledge". He was a recurrent advisor to Japanese business and government leaders, and eventually became a revered counselor. If we talk about the fours basis of conception to illustrate the views point of management style -(1) Employee is able to perform any responsibility quality enough to standardize the productivity and quality works, (2). Prefer to give preference to the employees wants to progress the quality of their work, (3) Form a family members,(4) Group is more important than individual.

The conceptions that define the greater comparison concerning in the Japanese and American management style. From the typical point of view of conception one there emblematic company employees knows enough to work in a particular job, they also know the enough to adapt the other situation .It is very important to all employees understand ,their own responsibilities well to perform to do the longer period of job there adaption skills is necessary, it is possible through making the team and others involvement. . It is quite exceptional for the American style management as they care particularity basis assessment.

Japanese's organizations practice two formation styles; the first is quality controls procedure their own productivity is highly suggested, after that technique used to encourage all employees to promote their skills through the working process. Employees are the more important issue for the skills. American managers and supervisors must change their way understanding to make enough judge of the employees. After that concept there employees wants to do better works few of want to less that possible. Japanese's management continually encourages their employees from bigger subject by understanding the capabilities in while American is moderately harsh, only the performance based judgment. In Japan's there employees are rewarded after attaining the overall profit of the organization, bonuses depends on the how the condition of company is. Interest of this Americans follows the individualism attainment and little bit organizational context. Third concept employees form a family because every employee is the important part of the organization. It is given highly intensive to the team management that means every team makes as a facility workers are the members conceptually workers are the members and the organization is a family by creating the inter related part of the organization subsystem, about the job security issues, environmental issues, so far the congenial mentality of the organizational behavior to the employees. Finally the group is more important that makes the different with the American management style. It is observed that no one is selfish of Japanese management, that give the extreme focus on the group system ultimately groups turns to the final destination easily in comparison the American Individual evaluation of the particular parameter.

The key difference of Japanese and the American management is not about the method or procedure but the philosophy and attitude. Japanese and the American organization's evaluate the employees from two perspectives, and the overall decision making procedure is verbalize integrated based and American are probably individualism that means decision first comes from the managers then to it for the employees to perform. It is a great dissimilar that is the connecting relationship with the employers and employees. In Japan, there is strong bonding but American there is huge portion gap. By the better evaluation the Japanese organizations makes to shape the employees are the great part to serve the long time while American Individual performance center make the corporate based relationship. It is focusing that only the practices of some attitudinal factors helps to Japanese Organization's to ensure the good practices of management while the American management doing the best practices globally by ensuing the proper compassionate with individualism and particularization

#### **4.2 Casual confab of Management practices of Toyota Motor, GM, Ford and Chrysler**

Toyota Motor Corporation is the world distinguishes Motor Corporation of Japan who cares the set of management principles. Through observing the literature information of the company .It is found that there set of principles are related so to say this company believe that survival of the fittest and 'The One You Only Trust, Always' they exercise the best practices of management that makes the fittest to win. TPS that stands for Thinking Person's system heavily helps to the company to go the right way. Long term philosophy and people need purpose helps to find the motivation and establish the goals on the other hand cultural values are boosting the continuous improvement through highly respecting of team work. It is thinking that the right process will turn into the right

result that is purely applicable to this company, Creating regular process streams to problems in surface relatedly working process are structures to alleviate the waste by following the process of continuous improvement that based on “KAIZEN” method, Just in time (JIT) helps to avoid the over production and achieving the optimum resources,. Build a quality culture to fix the problem and to get the quality first time and every time. Quality takes the utmost place and preference in any manner. By applying the “KAIZEN “method in all issues to the continuous improvement bring the people in a system to make total quality management to shape the all parts effective and efficient manner. There always seek to reduce time for need for a slice and improve the work environment, terminologically, “set in order”, “Shine” “Standardize”, “sustain the gains” are the best caring tools to continuous improvement. Adding value to the organization by developing the people helps to execute the action by gaining the capabilities. By this exceptional people and team system helps to company’s philosophies together everyone is better than the others. Business treats the supplier as like as the employees by challenging to obtain the ultimate set goal that makes the stronger relationship to the suppliers. Furthermore root level problem solving drives the organization to practices the philosophy Management by walking around. It is a parameter of the Japanese’s management to take any decision on the basis of consensus this organization do this in consistent with the Japanese stream. Philosophy, process, people partners and solving the problem consider from root level make this organization as the inherent part of the Japanese management. On the others hand continuous improvement is visible among the GM, Ford and Chrysler although these are the American companies besides it, they follow some of strategically management practices parameter as per the global manner. But there is a slit about the management practices among the many companies of the American; Ron Atkinson a past president of American society for quality mentioned that in the recession time. In 2008 there commitment issue helps to minimize the damages when the bottom just dropped right out of the north America car market during the recession period .Atkinson statement proves the bottom line commitment crucially and root level problem .GM is careful about the implementation of integrated global manufacturing strategy in focusing on the set of principles also emphasis the flexible infrastructure body , Ford has been focusing the flexibility as well as the standardization of modern works rule white keeping headed the efficiency and flexibility as an American manufacturing company. In 2008 GM, Ford and Chrysler made the assistance tools of the management practices that make the difference with the Japanese management about the cost advantages manner. American companies management works to the advancement of the capability to provide what customer want in future, these organization focuses the flexibility strategy while the Toyota cares JIT(Just in time) , Cross- training of the employees and to build multiple product that is reliable to the changing market plan. GM, Ford and Chrysler play the challengers role with the Japanese companies, when it is just about the overall flexibility. These companies are doing the job in global perspective .To keep in touch the fundamental challenges and the adjustment of demand supply issue they care the Japanese management appropriately. It is observed that there is a gap between the Japanese and the American companies about their management practices in global terms. Even though they are dealing by scientific management business on the basis of some fundamental principles, it is massive challenges to cope with the ostensible management state in comparison with the Unionism management of Japanese and American individualism observes.

## 5. Conclusion

Based on the observation, it is concluded that employee and the employer relationship makes the management big variance as that is highly reflected on the Japanese’s and the American’s management. Employees are the great part of the Japanese companies by showing some of boosting factors and featuring the management life time employments, doesn’t reflecting discrimination, rigorous recruitment process, seniority base evaluation, vital aspects of training, unionism, blue and the white color are views as the immaterial judgment, employment involvement ties the single status to reduce the confliction, core and the peripheral of the workers as long time basis, employee welfare makes indirect controls over the employees, internal labor market focuses the best keeping workers, total quality integration issues in every sense of the production. On the other hand the American organization makes decision fast that is undertaken on the basis of individualism, system adheres to bureaucratic and formal organizational structure, more careers conscious and are honest towards their profession rather than the company, Advancements in American companies are based on individual performances, Training and development programs are part and parcel of every type of organization, Leadership style is autocratic or command in nature and main choices are assumed by the leaders, one way communication system. Two elegances of management are dominating the world from the two approaches of challenging and showing the more loyal to the caring of management at the global context. It is perceptible that America now dominating the whole world through showing the exceptional management practices and strategies and Japanese on a stage of the extraordinary quality management to deal the business at the global pulverized.

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