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NAKAMURA Naofumi, From Apprenticeships to Firm-specific Skills: A Case of the maintenance workshop in the Post-war Kamaishi Steel Works

The purpose of this article is to present the process of the reorganization of skills from apprenticeships to firm-specific skills in Kamaishi Steel Works, the oldest steel works in Japan, by focusing on the Maintenance Section of the iron workshop. Through this work, I intend to add some insights into the background and implications of the formation of firm-specific skills in post-war Japan. The data used for this research are an oral history and the wage record of a maintenance worker who worked at Kamaishi Steel Works from 1950s to 1980s. He was one of the leaders of the correct maintenance movement and created productive maintenance system in the steel works. The management gave greater authority to the shop floor (Local Maintenance Division), and granted long-term incentives represented by the career promotion systems and the seniority-based salary systems, and short-term incentives through the bonus systems which had a characteristic of meritocracy. By so doing, the management encouraged and promoted the formation of firm-specific skills.

UMEZAKI osamu, Restructuring of Kamaishi Iron and Steel Works and the transfer of employees to Tokai Iron and Steel Works: An analysis of the internal labour market formation in the 1960s

Owing to external factors such as technological improvements and changes in the business climate, the number of redundant employees in Kamaishi Iron and Steel Works increased. To maintain the employment of these employees, Kamaishi Iron and Steel Works decided to transfer some of them to another far off workplace. This paper analyzes the transfer of employees from Kamaishi Iron and Steel Works to Tokai Iron and Steel Works in the 1960s. The findings delineate the process wherein the internal labour market of one factory closed and that of another factory expanded. In this paper, the employees' experiences in the course of the transfer to Tokai are analyzed by using oral history and historical materials such as documents; in addition to this, the paper investigates how a personnel policy had been formulated by taking the employees' desires into consideration. It was confirmed that the Nagoya area had the potential of being developed into a city and Kamaishi Iron and Steel Works had new

machinery and chances of employment promotion. The personnel policy aimed at greatly benefiting the employees, and job insecurities were addressed by making provisions for pensions on retirement and amendments to the income structure. Moreover, to bridge the information gap, considerable information was diffused among the employees. Such a personnel policy could be implemented because of the enhancements made to the joint labour-management conference system. This system had replaced the prescriptive approach where consultants would provide expert advice in organizational matters. Moreover, as part of the joint labour-management conference system, prior discussions were undertaken not only between the employees and management but also among the employees.

NAKABAYASHI Masaki, Wages and positions of workers at Kamaishi Iron Works: an interim report

Under the industrial policies that encouraged iron and steel companies to restructure and consolidate iron works, more than one thousand and four hundred workers moved from the Kamaishi Iron Works to Tokoai Iron Works from 1964 to 1969. Records of those workers' wages and positions covering the whole their career at Kamaishi were occasionally preserved at the Kamaishi Iron Works, and the author continues to build a database of the records for the goal to clarify the incentive mechanism then. This paper is an interim report of the research project.

AOKI Hiroyuki, Management by Objectives of Division Performance in Iron and Steel Industry

This paper analyzes the management by objectives of the division performance in the iron and steel industry. The first purpose is to clarify the history of the formation of MBO for a steel major enterprises. The second purpose is to clarify the operation of MBO for the Kamaishi works. The conclusion of this paper is as follows.

1. In some major steel companies including the Yahata steel company, the authority to set the objectives is given to the division (factory) and the objectives of the division was closely linked with the entire profit plan through the rich communication.

2. It is premise of MBO that the workshop is not administrated by standard that the staff engineer calculates. The spread of MBO in the iron and steel industry synchronized with such drastic change in the division of labor in the organization.

3. From the case of Kamaishi works, it has been understood that the participation and the competition in company motivated employees. The employees were invited to contribute independently by incentive of rival relations between the sections. In the recession from 1970s to 1980s, such MBO mobilized the many employees to the cost decrease activity, and contributed to the productivity enhancement of the Kamaishi works.

NAGAI Akiko, Marriage Problem in Kamaishi

The current trend toward remaining single is widespread, beyond that of low marriage rates in specific communities with few women able to marry. The relationship between marriage and community relocation was examined in surveys of four high school reunions and attitudes of Kamaishi citizens, with a focus on individual lifestyles after divorce and the accepting hometown.

Marriage was unrelated to the number of relocations or volume of different encounters with potential partners. Possessing broad regional "circulatory" interpersonal networks was linked to finding a partner.

Being unmarried was not linked merely to the scarcity of individual personal resources, but also in the long-term to few individual economic resources such as a low rate of home ownership. Scarce personal and economic resources were found among divorcees but not among individuals remaining in their first marriage. The hometown functions to accept individuals who separate from spouses.

NISHINO Yoshimi, Mobility and Networks surrounding Kamaishi-city

As a part of Kamaishi Hope Study, two surveys were conducted within a year. One was a survey on Kamaishi residents, and the other was an "Alumni Survey" on Kamaishi's 4 high schools' graduates, including those currently living outside the city. By combining two surveys, it was made possible to cover not only those who have never lived outside Kamaishi, but also those who lived there in their high school days and now live outside, and those who moved into Kamaishi after graduating from high schools. Along with the fact that leaving Kamaishi after high school has become majority's life course, we found that the ratio of U-turn behavior is increasing in younger generations. We have also found that both Kamaishi natives and migrants are equally active in participating in local groups and events, and active participation

particularly increases the ratio to be proud of Kamaishi among returnees and migrants. Kamaishi's characteristics as company town have weakened nowadays and the natives' ratio in its population has increased. However, through its openness to returnees and migrants, Kamaishi still has good chances to be described as a city rich in outward contacts.

ISHIKURA Yoshihiro, 'Hope' and 'Pride' in the Alumni Survey on Kamaishi's 4 High-schools' Graduates

Using free description responses to questions on 'hope' and 'pride' in the Alumni Survey on Kamaishi's 4 high schools' graduates, morphological analyses by natural language processing and correspondence analyses were conducted to differentiate the tendencies of responses according to generations, genders, and patterns of migration (settlers, U-turns, out-migrants). Current residents of Kamaishi were found to be daily life oriented, while out-migrants tend to be development oriented, and those experienced U-turn wish for daily life infrastructure to be improved. When words associated with 'Steel' are used to describe their pride in Kamaishi, out-migrant males often refer to near past 'Nippon Steel', while current residents of Kamaishi tend to mention 'birthplace of modern steel industry', referring to longer history. Female often refers to 'nature' and 'humanity'. Out-migrant females tend to rely on concrete goods and human relations, while current residents tend to speak of abstract 'affluence'.

OHORI Ken, The Complexity of Local Identity: an examination of the direction for uses of the concept

The term "local identity" is used to mean a number of different things. Its meanings can be classified into two broad categories: the individual level (an individual's sense of belonging to a community) and the collective level (elements within a community that are shared by many people within it). At the community level, there is a need to clarify this definition, and it is a complicated process. Here, the word "identity" is advantageous in that it triggers an awareness of the "recognition of the self." However, both positive and negative aspects should be recognized in a composite way. Also, in order to avoid the risk of falling into essentialism, "local identity" should be understood as changeable, and should be understood in a complex way, along with the

elements that ought to be preserved.

KIKKAWA Takeo, Community Based Economic Renaissance and Network Formation: Messages from Kamaishi City

A comprehensive research in Kamaishi City based on "Social Sciences of Hope" by Institute of Social Science, University of Tokyo made clear three indispensable factors for reproducing hope in local community; local identity, common hope, and widespread network. This paper focuses on the third factor, widespread network, and to examine bottle necks of Kamaishi City's local network and significance of infrastructures (for example, Sanriku Rias Coast Highway) as prerequisites for formation of the network. The author has already published a couple of discussion papers on the points at issue. Introducing the contents of the publications, this paper extracts three significant implications from Kamaishi City's local network as follows; (1) calling in outside demands through equipment of infrastructures, (2) establishment of a local brand connected with a wide area brand, and (3) cooperation between young generations and wealthy risk takers.

KIM Young, Personnel Management Reforms in Japanese Supermarkets: The Positional Warfare and Limited Assimilation of Conversational Communities

The Japanese general merchandising stores (GMS) industry has, in the 2000s, introduced new personnel management policies based on the principle of determining employee status and treatment according to 'working conditions rather than employment arrangements'. This paper analyzes the substance and features of the new policies, as well as the factors underlying such policy reforms. By focusing on micropolitics at the workplace level, this paper highlights the possibility that the unofficial power of part-timers may underlie these reforms. The Japanese supermarket industry has increasingly been relying on the transformation of part-time employees into their main workforce both in volume and in substance in order to reduce labor costs. In the supermarket industry, these new personnel management policies serve both to contain the unofficial power of part-time employees through a limited assimilation of core part-timers and to stabilize the profit structure. In addition, the new policies, which offer preferential treatment to employees who are able to accept transfers involving changes of residence, reinforce the gender

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differentiation that previously adhered to the underside of employment arrangements while weakening notions of differential status based on employment arrangements.