SUMMARY

In many ways, India is a much more fertile ground for Japanese work practice to take root than most of the Western countries as India is also an Asian Country, with an equally great emphasis on respect for elders, community and family ties and a culture with many of other commonalties. Thus, property applied Japanese work practice can be expected to fit easily in to Indian setup.

At the same time, Japanese work practices have developed in a modern technological manufacturing setup, and would show best results only in this context.

One of the most successful application of the Japanese work ethos in India is in “Maruti Udyog Limited” (MUL), where the company has adopted Japanese systems, suitably modified to suit Indian conditions.

Starting from the top, the management has consciously attempted to win confidence and trust of the employees by practising sincerity towards employees, and that too without any double standards.

Maruti Udyog Limited feels that all employees irrespective of their jobs and status, are equally important to the company. As in
Japan, this is exemplified by the open office culture. Managers and workers share the same rooms, equipment, canteen and sanitation facilities. Every one wears the same uniform, eats the same food. The prosperity of the company means the prosperity of its employees and their families.

In the Japanese collaboration Industry there is no Master-servant concept. The fact that social-climate and the socio-psychological aspects of work environment influence workers satisfaction and consequently the productivity (Howthorne studies girls relay test) has been accepted by them. Japanese have realised that human resources are the key to organizational effectiveness and success. The workers must be collaborative, equitable and secure.

Japan and India have been enjoying friendly relations which has culminated in round economic and cultural ties. The two countries have been communicating through consultations even between the level of foreign ministers. On the economic front, India’s trade with Japan, in 1988 was mainly in diamonds, iron ore, prawns, machinery and equipment, iron and steel and chemical products.

Several cultural exchange programmes were held including a Japan month in India in 1987. The bilateral treaties and agreements signed between the two countries include the agreement for Air
Service and "Agreement on Cooperation in the field of Science and Technology."

S.J. Rao, General Manager of Samtal Colour Ltd., Wonders, "How they (Japanese) do it and do it so well? The answer lies in Total Quality Management (TQM) by Japanese which has already been caught by them, the Americans are now doing it and we have also started talking about it by doing "Indo-Japanese Collaborations."

Till World War-II, "Made in Japan" meant substandard goods and were considered. But today the whole world accepts Japanese goods as the best and affordable in preference to their own products.

Again the answer is TQM. TQM refers to an "error-free" concept. For Japanese error-free means 100 per cent excellence. Nothing is more important for the long-run economy.

In view of the increasing number of "Indo-Japanese Collaboration" and their success the present study thought it worth while to undertake a comparative study of organizational climate of industries being run with Indo-Japanese Collaborations and those industries being run on the traditional Indian style.
Problem

To compare the organizational climates, attitude towards work and life, and efficiency, in a traditional Indian organization and one being managed with TPM system.

Hypotheses

The following hypotheses were formulated:

1. Organizational climate would be perceived more positively by the employees in Japanese collaboration organization than the employees in traditional Indian organization.

2. There would be a positive attitude towards work and life among employees of joint venture than work and life attitude of employees working in purely Indian one.

3. The Indo-Japanese collaboration organizational climate would lead to better efficiency compared to the efficiency in purely Indian organization.

4. There would be a greater agreement amongst the ratings of the different levels of employees about organizational climate in case of industry being run with Indo-Japanese collaboration than the one being run entirely under the conventional Indian management.

5. There would be a positive correlation between perceived organizational climate and the quality of working life in both traditional Indian and Japanese collaborative organizations.
Design

A two randomized group design was employed. The two groups were an organization being managed with Indian conventional method of management i.e. Laxmi Precision Screws (LPS) and an Indo-Japanese collaboration organization i.e. Maruti Udyog Limited (MUL).

Sample

250 employees were randomly selected from each organization. 100 were managers, 100 were workers and other 50 were the supervisors.

Tools

An Organizational Climate Inventory (OCI) by Chattopadhayaya and Aggarwal (1976) was used to measure the organizational climate of the two companies. To measure Quality of Working Life (QWL) a scale called Attitude Towards Work and Life Survey developed by Warr, Cook and Wall (1979) was employed. The data on absenteeism was also obtained for two years i.e. the present year and one previous year.

Results and Discussion

First three hypotheses of the study were proved indicating significantly better Organizational Climate and Quality of Working Life and efficiency in Indo-Japanese work culture compared to Indian work culture. Hypothesis four predicting a greater agreement in the perception of organizational climate by different levels of employees in Indo-Japanese collaboration than the agreement amongst employees in LPS did not prove. The last hypotheses has proved partially,
indicating a correlation in the perception of Organizational Climate and Quality of Working Life amongst the supervisors, and workers in MUL and the correlation between these two variables only amongst the workers in LPS.

To conclude these findings have indicated an existence of a facilitave organizational climate in the Indo-Japanese management. Better QWL and efficiency was observed in MUL. This suggests the adoption of this system even in the companies being run by conventional Indian system of management, in order to achieve the maximum output by employing minimum of the input, and for the best use of human resources.