

# Japanese career progress: an empirical examination

George Graen<sup>1</sup>,  
Ravi Dharwadkar<sup>2</sup>,  
Rajdeep Grewal<sup>3</sup>  
and Mitsuru Wakabayashi<sup>4</sup>

<sup>1</sup>University of Louisiana, Louisiana, USA; <sup>2</sup>Martin J. Whitman School of Management, Syracuse University, Syracuse, NY, USA; <sup>3</sup>Smeal College of Business Administration, Pennsylvania State University, Pennsylvania, USA; <sup>4</sup>Faculty of Management, Aichi Gakuin University, Nagoya, Japan

Correspondence: Dr R. Dharwadkar, Martin J. Whitman School of Management, Syracuse University, Syracuse, NY 13244, USA.  
Tel: +1 315 443 3386;  
Fax: +1 315 443 5457;  
E-mail: rdharwad@ syr.edu

## Abstract

This article investigates managerial career progress in a major Japanese multinational corporation over a 23-year period. We contrast our one-stage model of career progress, in which early career experiences can predict long-term career progress, with the well-accepted two-stage model of career progress, in which performance at the end of the first stage determines long-term career progress. In addition, we compare the predictions of our early screening model with those of the tournament model. Our early screening model is as good as or better than the other models in isolation or combination. Overall, we provide preliminary evidence that career progress in Japanese organizations during the high growth period of the 1970s and 1980s was perhaps more complex than shown by the two-stage career progress model that has enjoyed widespread acceptance.

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## Introduction

In major Japanese corporations with lifetime employment systems, career progress and promotions are very important to both the organization and its white-collar employees (Yoshino, 1968; Chen, 1995). Many researchers have argued that the long-term career progress of white-collar employees in Japanese corporations relies on late screening and involves essentially a two-stage process, in which most employees are treated equally during the first stage and then differentiated during the second (Clark, 1979; Pucik, 1989; Koike, 1995). Koike (1995) specifically emphasizes the late-screening model to argue that careers in Japanese firms have two stages, and that in the first stage promotion is based largely on seniority. According to Koike (1995), the increasing gap in career progression during the second stage results in extremely competitive behavior in the seniority/age-based promotion system of Japanese internal labor markets (the *nenko joretsu* system). Similarly, Evans *et al.* (2002) describe the two-stage process as an elite cohort approach to career progress based on late screening. They also concur that the two-stage process includes an initial trial period 'characterized by equal opportunity in the sense that there are no immediate sanctions for poor performance... the company has a clear idea from the trial as to who are the sheep and who are the goats. The rules change and career progression becomes a tournament with winners and losers' (Evans *et al.*, 2002, 372).

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# Management Career Progress In A Japanese Organization

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**Applied Psychology in Japan** Jūji Misumi,Misumi/Oya,1989      *Social and Economic Management in the Competitive Society* Edgar Krau,2012-12-06 In many countries of the world there is a growing feeling of uneasiness about the economic situation and its related social consequences Every day the newspapers tell us that the recession is over but we see only that scores of organizations go bankrupt while others are struggling hard to stay in business that many people have lost their jobs but welfare measures are being reduced or abolished altogether By now we should have become aware that our society is not facing temporary market difficulties but a much deeper and wider crisis with only one root in worldwide economic developments while other roots are social and psychological in nature These factors are intertwined and therefore the answer to the crisis cannot merely be an economic cost benefit analysis of organizational management Sociocultural factors participate in the economic process even

at the level of individual organizations and what happens in them has backlash influences on the entire society Therefore the problem is not the management of the individual organization but the macroconception of management which in the Western world of today separates the economic aspects from the social ones and the individual organizations from society Social and Economic Management in the Competitive Society begins by analyzing the management models of today to determine which characteristics yield the best results on the economic and social levels The second step is to indicate the necessary changes of managerial thinking and acting in order to boost economic results with reasonable profits while minimizing social costs Finally the potential ramifications of such changes are explored

**Models of Career Progression in Japanese and U.S. Organizations** Hiroshi Ishida,1998

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*Japanese Management* Arthur M. Whitehill, 2022-06-30 First published in 1991 Japanese Management succeeds in filling a major gap by providing a thorough account of the evolution and day to day practices of management within the Japanese firm The 14 chapters not only build the historical framework and modern cultural economic and social setting but also effectively deal with the process of management The final two chapters address some future challenges facing Japanese firms as they operate in the global business environment This comprehensive book is a must read for students of business management

**Management Strategies in Athletic Training** Richard Ray, Jeff G. Konin, 2011-07-20 Management Strategies in Athletic Training Fourth Edition helps current and future athletic trainers deal creatively with the management challenges they will face on the job Like the previous editions the fourth edition uses a unique case study approach in teaching students the theories of organization and administration and their applications to real world situations in the profession of athletic training The text part of Human Kinetics Athletic Training Education Series is an excellent resource for building comprehensive knowledge of management theory as well as the problem solving skills to put it to practical use The book s organization strategies can also be applied beyond athletic training to a variety of fields related to sports medicine making it a valuable resource for any sports medicine professional Management Strategies in Athletic Training Fourth Edition has been significantly improved to align with the Health Care Administration portion of the National Athletic Trainers Association NATA Role Delineation Study With extensive updates and new information the fourth edition emphasizes the practice of evidence based medicine and offers 18 new sections of material that include the following Health care financial management Injury surveillance systems Advances in patient charting Cultural awareness Marketing a sports medicine practice OSHA requirements for health care facilities Designed to encourage critical thinking the fourth edition of Management Strategies in Athletic Training opens and closes each chapter with realistic and fascinating case studies presenting real world dilemmas faced by athletic trainers A series of questions at the end of these scenarios challenge students to analyze and apply the principles in the chapters to solve the hypothetical situations and ultimately prepare them

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The Chinese Business Environment Fuming Jiang, 2006-01-01 This unique annotated bibliography contains the most important studies of the Chinese business environment comprising almost 1000 references to articles published in English language journals in the past fifteen years or so The editors have sought to focus on those writings that deal fairly directly with the impact of the Chinese business environment on foreign firms doing business in China Each work is fully referenced in a standard format has a brief description of its subject matter and has been given a classification code ensuring quick and easy identification of all articles on any given subject This book will serve as a reference book for scholars and researchers of Asian studies China most particularly and international business Senior executives and middle level managers of multinational corporations who have been operating in or who wish to business in and with China would also find this a useful and rich source of information

*Explanations in Organizations* Claude Louche, Antoine Talhouk, 1997 Under the influence of cognitivism explanations in everyday life constitute a major research theme in social psychology today Studies are divided into two large domains those of locus of control and causal attribution approaches Work and organizational psychologists have not hesitated to take an interest in this research They have made use of it to enrich their own investigations thus the classical models of organizational psychology such as leadership and motivation have given way to explanation processes But the study of these processes has also contributed to shedding light on the actions of practitioners Explanations are in fact at the heart of many practices of work and organizational social psychology They play a part in situations of recruitment assessment organizational consultation and so on This special issue will aim to present a synthesis of the large body of research devoted to explanations in organizations

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