

Japanese career progress: an empirical examination

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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

Malcolm Warner



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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 *Organizational Science Abroad* C.A.B., Yg.

Osigweh,2013-11-11 Organizing consists of making other people work We do this by manipulating symbols words exhortations memos charts signs of status We expect these symbols to have the desired effects on the people concerned The success of our organizing activities depends on whether the others do attach to our symbols the meanings we expect them to Whether or not they do so is a function of what I have sometimes called the programs in their minds their learned ways of thinking feeling and reacting in short a function of their culture The assumption that organizations could be culture free is naive and myopic it is based on a misunderstanding of the very act of organizing Certainly few people who have ever worked abroad will make this assumption The dependence of organizations on their people's mental programs does not mean of course that we do not find many similarities across organizations Some characteristics of human mental programming are universal others are shared by most people in a continent a country a region an industry a scientific discipline or even a gender **U.S./Japan Foreign Trade** Rita E. Neri,2018-02-21 This bibliography first published in 1988 consists of

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[China, Japan, and the European Community](#) Robert Taylor, 1990 The 1980s have shown the two superpowers, the Soviet Union and the United States, to be economically vulnerable. The race to acquire the skills needed in the twenty-first century is led by the Japanese, and if the promise of a unified market scheduled for 1992 is fulfilled, the European Community will become an even greater economic force. China has enlisted EC countries to aid her ambitions; her increasingly educated population and untapped natural resources make China an emerging superpower.

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