

The Content and Essence of the Japanese Management Model

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Received on 12 September 2025

Accepted on 30 October 2025

Abstract

Over the existence of management, many foreign countries, taking into account its specific characteristics, have accumulated considerable knowledge in the theory and practice of management in industry, agriculture, trade and other sectors. This requires studying and applying this accumulated experience. At the same time, global experience in developing management models demonstrates that it is practically impossible to transfer them from one socio-cultural environment to another. When developing a specific management model, it is necessary to take into account factors such as the type of ownership, the form of government, and the development of established market relations. The Japanese management model is also of great interest. Japan occupies a leading position in the global market. One of the main reasons for this is its management model, which focuses on the human factor.

Keywords: management, private model, Japan, employee.

Introduction

Japan has developed methods of work and behavior that correspond to the specific features of the national character. The Japanese consider human resources to be the main asset of the country. The Japanese economic system is based on historical traditions of group gypsyism and the desire of the Japanese to create high-quality products with innate abilities. Frugality and thrift are distinctive features of the Japanese character. The requirement for frugality and economy is directly related to the production of high-quality products. The essence of Japanese management is people management. The Japanese see the group as a whole, not a single individual, as Americans do. Moreover, Japan has a tradition of obedience to an elder, whose role is assigned to the group.

Results and discussion

The Japanese management system is recognized as the most effective in the world, and the main reason for its success is the ability to use the human factor. After the war, after a long and protracted recovery, Japan demonstrated rapid growth in the 1950s and 1960s, 2-3 times faster than countries such as the United States, West Germany, England, France and Italy. The key factors in this rapid development included low military spending and cheap labor; organizational and managerial factors also played a significant role. Japan has always (and especially since the war) placed great emphasis on management issues. As early as the 1960s, Japanese experts argued that modern society had moved from competition in financial and technical fields to competition in management capacity. The history of the Japanese economy testifies to the constant evolution of management structures, methods and procedures, a critical reexamination of established traditions, the active adoption of foreign experience and the development of its own original and highly effective management solutions. Management in Japan, as in any other country, reflects its historical characteristics, culture and social psychology. It is directly related to the socio-economic structure of the country. Japanese management methods are fundamentally different from their European and American counterparts. The basic principles of Japanese and European management lie on different planes, with very few points of overlap. Japanese management, based on collectivism, used all moral and psychological levers to influence the individual. First of all, this is a sense of duty to the collective, which in the Japanese mentality is almost identical to a sense of shame. Given that the tax system, through its distinctly progressive fiscal mechanism, functions to calculate the income and material well-being of the population, wealth stratification in society is minimal, which makes it possible to use the sense of collectivism as effectively as possible.

How does the Japanese management method differ from those used in most European and American countries? First of all, its emphasis is on human resources. The goal of Japanese managers is to improve the efficiency of the company mainly by increasing the productivity of employees. Meanwhile, in European and American management, the main goal is to maximize profit - that is, to obtain the greatest benefit with the least effort.

As is well known, a person's personality is determined by his needs. The Japanese place social needs (membership in a social group, the employee's place in the group, respect for others) above all others. That is why labor remuneration is perceived through the prism of social needs, but later, Japanese management absorbed the American concept of management, which focuses on the psyche of the individual. The Japanese venerate family lineage. They are also often called "workers." In the hierarchy of Japanese wealth, work comes first. The Japanese feel satisfaction from a job well done. That is why they agree to endure strict discipline, stress, and overtime. The Japanese management model is focused on the "social man." The "social man" has a unique system of incentives and motivation. Incentives include wages, working conditions, management practices, and interpersonal relationships between employees. Motivation for work is provided by employee achievements, recognition of their achievements, career advancement, professional development, and creativity.

The Japanese take into account the current situation and adapt to it. Unlike employees in other countries, the Japanese strive to unconditionally comply with rules, instructions and promises. From their perspective, a manager's behavior and decision-making process depend entirely on the situation. Historically, equal pay for work has been a feature of Japan. With this in mind, a system of compensating employees for length of service was developed. In Japan, the company's "esprit corporal" is the strongest form of

exaltation, understood as a sense of belonging to the company and commitment to its ideas. At the heart of this "esprit corporal" is group psychology, which prioritizes the interests of the group over the personal interests of individual employees.

Table 1. Difference between Japanese and American management model

Japanese model	American model
-Management decisions are made collectively -Collective responsibility will prevail over a flexible management system -Informal control organization; collective control -Performance evaluation and delayed promotion of employees -The most important quality of a leader is the ability to coordinate and control -Group-oriented management; management is evaluated according to the achievement of collective harmony and collective results; informal relations with subordinates prevail -Promotion by age and seniority -Development of universal managers -Results of group work, salary by seniority -Long-term employment within the company	- Decisions are made personally - Personal responsibility will prevail - A strict and unified management system - Formalized control measures - Personal supervision of management for rapid performance evaluation and rapid promotion - The most important quality of a leader is professionalism - Management's focus on individuals -Management evaluation based on personal results - Predominance of formal relationships with subordinates - Career dependence on personal results - Training of managers in specialized fields - Salary based on individual contributions - Short-term employment

Every Japanese company consists of numerous groups. These include both adults and children, varying in age, seniority, and experience. Children unquestioningly recognize the authority of adults, respect them, and listen to them. Groups are those that are focused on the goals and objectives of the company. At the same time, each Japanese employee understands that he works both for the group and for himself.

The Japanese carefully monitor their position in the group. They react sensitively to the change of the place of each person in the group and try not to go beyond the limits that were drawn for each of them. For large Japanese firms, the system of "lifetime employment" is characteristic. It is very useful both for the entrepreneur and for the employee. Entrepreneurs get loyal and reliable employees who are ready to work with greater dedication for the benefit of the firm. Employees hired by the company "for life" experience a deep sense of satisfaction, in which their abilities, education and level of training are recognized. The employee has the confidence of a fairy-tale day. In the company they employ, the employees settle with a sense of gratitude and connection. In this regard, the Japanese system should be considered as a powerful weapon of inciting influence. The system of employment" for all life "is closely intertwined with the system" for those who work hard". The salary amount directly depends on the continuous service. The pay system is based on the principles of equalization and has very little differentiation. "The system of payment for a long period of work has a great influence on the system of "promotion forward by size". When promoting an employee to a managerial position, preference is given to age and length of service. In the subsequent time, information acquires more and more importance. For many Japanese companies, staff rotation is characteristic, which consists in

the fact that, approximately every 3-5 years, employees are retrained in new specialties. In the operational management of Japanese management, the central place is occupied by Quality Management. Movement for quality was initially expressed in the form of struggle for a defect in the production, and then it grew into a powerful quality control system.

Conclusions

In general, Japanese management is characterized by an emphasis on improving human relations: coordination, group orientation, employee morale, job security, and harmonization of relations between workers and managers.

Furthermore, job security and the creation of an environment of trust are most characteristic of Japanese management. Such guarantees lead to the stability of the workforce and reduce staff turnover. Stability motivates workers, promoting a sense of corporate community and harmonizing relations between basic employees and management. Freed from the oppressive threat of dismissal and having a real opportunity for upward mobility, workers are motivated to strengthen their sense of belonging within the company. Stability also promotes the improvement of relations between management and basic workers, which, according to the Japanese, is essential for improving company performance. Stability allows both the quantitative expansion of managerial resources and the conscious direction of their activities towards more significant goals than maintaining discipline. Job security in Japan is ensured by a system of lifetime employment - a unique phenomenon and, in many ways, incomprehensible to the European and American mentality.

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