

SE STUDY

APO-CS (6)/74

# HONDA MOTORS (A)

ASIAN PRODUCTIVITY ORGANIZATION

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## PREFACE

The use of the case method in management education has been given increasing attention in recent years, and in Japan the foremost institution making broad use of business cases is the Keio University Business School. Keio maintains close contacts with the Harvard Business School, and its faculty have acquired extensive experience in teaching with the case methods in Japan, the United States, and Asian countries. The Asian Productivity Organization has therefore selected, with the cooperation of the Keio Business School and its faculty, a number of cases for translation and publication in English, so as to make them available to as many other educational institutions as possible, thereby to contribute to the elevation of the level of management in Asian countries.

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ASIAN PRODUCTIVITY ORGANIZATION

August 1974

FOREWORD

The Keio University Business School (KBS) was founded in April 1962, primarily for the purpose of providing an extensive case-method training course for managerial staff in Japanese companies. By 1974, a total of more than 3,000 senior, middle and junior executives had participated in various KBS training programmes. In addition to its formal courses, the school also organised a number of ad hoc seminars for employees of individual companies. The number of participants in such seminars has so far reached about 6,000, making the total of KBS trainees more than 9,000.

The case method instruction was introduced in Japan in 1956 when several of Japan's business leaders invited two professors from the Harvard Business School (HBS) to conduct a management training seminar. The method has gradually gained popularity since that time, and an increasing number of management seminars have adopted it. The cases used during the first several years, however, were predominantly American, because Japan had neither the specialists qualified to formulate cases out of the domestic environment, nor the institutions capable of offering a systematic programme of case-method training.

The compilation of Japanese cases was not undertaken on any significant scale until around 1960, when some of the faculty of KBS returned from study at Harvard and began to apply the method to the local situation. At about the same time, the Japan Productivity Center began contracting scholars to develop cases based on Japanese experience. It is difficult to say, however, how many cases have been developed in Japan over the ten-year period; unlike the United States, we have yet to establish a case clearing house devoted to the registration and classification of locally developed cases.

In formulating appropriate cases from the Japanese context, the KBS staff

has come up against a number of obstacles, the most insurmountable of which has been the secretive attitude of the Japanese companies concerned. They are wary that facts pertaining to a case might not only give away company secrets but also hurt the personal reputations of the individuals involved. Thus, what seems from the point of view of a case writer to be neither the kind of thing that would be a company secret nor a cause for personal disgrace is often material which the company, nonetheless, refuses to have published. There has been some improvement during the past decade, however, and we are confident that greater appreciation of the case method instruction on the part of Japanese businessmen will provide greater access to information useful in case development.

As far as participants in the KBS programmes are concerned, they all seem to have an extremely favourable opinion of the case method instruction. They find that the case method training gives them the opportunity to analyse a concrete problem, weigh the various factors involved, and arrive at a balanced decision. They unanimously assert that this kind of training is more valuable for their management skills than lectures which simply impart new information.

With regard to the choice of cases, our trainees seem to feel that they can benefit from both American and Japanese case studies. They are interested in the behaviour patterns of their American counterparts, and are anxious to gain a perspective in which they can compare the Japanese and American business behaviour and milieu. Because of the vast differences in the legal systems and social customs, however, Japanese businessmen find themselves unavoidably limited in their analyses of American cases. They experience no such sense of limitation or feeling of dissatisfaction in analysing Japanese cases, so naturally they wish to deal more with cases taken from their own national setting. Regrettably, we cannot fully satisfy their needs and demands with our still inadequate storage of domestic cases.

Studying Japanese cases alone is not desirable because they do not contribute to our understanding of how the foreign corporation operates. Japanese have historically relied heavily on advanced Western countries for their knowledge of industrial technology. In contrast, they have tended to retain many elements of Japan's traditional social relationships in their management practices. From now on, however, in light of the growing internationalisation of Japanese business, it will become increasingly important for Japanese companies to benefit from Western practices in the latter area as well.

Meanwhile, the level of the Japanese economy is rising rapidly and our approach to management is receiving greater attention abroad. For that reason, we feel that it is very important to develop a far greater volume of Japanese cases and translate them into English for publication. It is hoped that Japanese cases in translation can help give foreign businessmen and scholars some insight into Japanese management practices.

I wish to extend my thanks to the Asian Productivity Organization for translating into English the cases developed by KBS staff members. It is our sincere wish that these cases will be useful to interested people all over the world. I welcome criticism and suggestions from our readers, and would be very pleased if non-Japanese businessmen and business administration specialists wish to inform us of the aspects of Japanese business which interest them most.

ICHIRO KATAOKA  
Dean  
The Graduate School of Business Administration  
Keio University  
Yokohama  
JAPAN

August 1974

HONDA MOTOR COMPANY, LTD. (A)

On August 31st, 1959 at 12:55 p.m., questionnaires with white, red or yellow covers were neatly arranged on the table in the employee dining hall which was being used as a test room. At 1:00 p.m., about 500 employees filed into the hall, and took their seats as follows. Group chiefs sat at the table where questionnaires with yellow covers were arranged, and general employees at tables where questionnaires with white covers were arranged. Group chiefs who were due to receive cartoon tests (also called P-F tests) and sentence completion (SCT) tests on the following day, were at the tables where questionnaires where numbered yellow covers were arranged, and general employees who were due to receive both tests on the following day were seated where questionnaires with numbered red covers were arranged. All were told that they could take any seat provided that they sat in front of the questionnaires with covering allocated to their respective group.

At 1:05 p.m., after a brief explanation on filling in the questionnaires by the person in charge of administering the tests, all employees immediately began to complete their questionnaires. The test committee members from the university and the seminar students were in charge of the hall, and entry of any person related to the company was prohibited. At 1:35 p.m., some persons had finished their questionnaires and quietly left the hall. At around 1:50 p.m., the majority of employees left the hall nonchalantly, talking with their colleagues. At 2:00 p.m., the first investigation was brought to a close, despite the fact that there were still a few persons who had failed to complete their questionnaires. The remaining questionnaires were then collected by the persons in charge. On leaving the hall, the group chiefs and general employees who were scheduled to take the cartoon and SCT tests on the following day, were instructed by the students to detach the numbered card which was printed

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This case was prepared by Associate Professor Masahide Sekimoto of Keio University as a basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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on the right side and bottom of the questionnaire cover and retain it until the following day.\*

At 2:10 p.m., new questionnaires were placed on the tables in the same manner as before, and the professors and students waited for the next group of employees (about 500 persons) to enter the hall. At 2:15 p.m., the second test period commenced in the same way as before and continued without any trouble until 3:10 p.m. The third investigation took place at 3:20 for the remaining 300 employees, and was over by 4:20 p.m. The test papers were again collected and taken immediately by car to an office at the university. As it was time for the company to close, the employees, who were on their way home, watched the car with the test papers driven away.

On September 1st, about 200 persons who were selected by a stratified sampling method from group chiefs and general employees, once again were gathered together in the employee dining hall and took their seats at the tables where test papers (cartoon and SCT tests) were arranged.

Seating was, as before, optional. However, instructions were given that the number corresponding to the one on the stub detached from the questionnaire the previous day should be filled in the appropriate column on the upper right part of the two test booklets. At 4:45 p.m., the person in charge gave a brief explanation of the method of filling in the questionnaire, and the test began immediately. During the investigation, laughter was heard from here and there while the subjects look at the cartoons. The employees continued to complete the booklet with interest. The majority of employees finished by about 6:00 p.m., left the hall and returned home. The investigation was brought to a close at 6:10 p.m., when there were only a few persons who had failed to finish. As in the case of the preceding test, the papers were at once taken to the university.

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\* Group chiefs and general employees who were going to be tested were selected by stratified sampling method prior to the investigation.

Employees who could not sit for the investigation test on the appointed day because of a variety of reasons such as being away on company business or special work etc., were tested for two days one week later.

On the two days covering August 31st and September 1st, 1959 (August inventory checking), a large scale morale survey was conducted on the employees of the Saitama factory of the Honda Motor Company, Ltd. The following are the principal objectives of this survey:

1. To fully learn exactly what the employees are thinking, feeling and hoping with respect to the company, the union and their daily work and place of work, so that these facts may be used as a reference for establishing a sound and effective enterprise policy, particularly with regard to policies for personnel administration.
2. To make efforts to fully convince all employees of this company that they can receive good guidance and consultation on every aspect of work, etc.
3. To obtain constructive opinions and criticism from the company executives and employees in general.
4. To promote better communication between the company and employees.

Further, to study the appropriateness and effectiveness of the testing techniques which the university researchers (who were also members of the test committee) consider to be the latest in this type of test.

The testing was carried out strictly and fairly by the "attitude-to-life testing committee" which was composed of representatives from three different groups comprised of the company, union and university researchers.

#### Background of the Company and Its Union

##### The Company

The Honda Motor Company, Ltd. succeeded the Honda Technical Research Institute (engaged in the manufacturing and sale of, and study of methods

of building, international combustion engines, in September, 1948, and made its start in business in the city of Hamamatsu with a capital of 100,000 yen and 50 employees. The company made rapid development starting from around 1952, and at the time of the above-mentioned testing (early autumn, 1959), the company had become the largest manufacturer of motorcycles in Japan; manufacturing and selling motorcycles and scooters, motor-powered bicycles, cultivating machines, engines for agricultural use etc. By that time the company's capital had reached 1,440 million yen, with annual net sales of 26,200 million yen and a total of 3,000 employees. The major products of the company were manufactured at two factories--the Saitama factory (92,400 square meters), and the Hamamatsu factory (108,900 square meters).

Both factories were furnished with the very latest in modern equipment and rationalised production lines, and was said to be the largest scale motorcycle plant in the world. In addition, another factory (640,000 square meters) was under construction in the city of Suzuka, in Mie Prefecture.

The company's products completed at the two factories mentioned above were sold throughout Japan through regional sales offices in Tokyo, Osaka, Nagoya, Sendai, Fukuoka, and Sapporo which were under the directly linked with the head office. There were 700 principal sales agents affiliated with the regional offices, and under their umbrellas approximately 20,000 secondary sales agents. At that time, Honda products occupied about 35% of the domestic market, and since then advances into overseas markets had gradually have been realised. In 1959, sales amounted to almost 900 million yen\* through the principal overseas sales agents including a subsidiary, American-Honda Motor Co. Finished products were directly transported to the sales agents. One of the characteristics of Honda

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\* See next page.

Motors reflecting this, is that it has no warehouses for its products.

Consequently, there is no stock on hand with the exception of products to be exported. As the demand for products was high, collections from sales agents were good as was the financial position of the company.

At the time this case was prepared, the wages paid by Honda Motors were far higher those paid by competitors, and almost 30% higher than the national average (see Exhibit 1). As for bonuses, an amount equal to 10 months' salary is paid to employees in the course of one year. The salary system was based on a form wherein the ability allowance system and seniority system were combined. Ability allowances were stratified from class 1 to class 7 depending on the degree of responsibility and difficulties of work (there is no provision for limitation of salary scale for each class). Annual increases are given every April, but the percentage of increase is determined on the basis of results found in the ability evaluation which is conducted twice each year (February and August). The results of the service evaluation are classified into "Special," "A," "B," and "C," with resulting in a class 7 salary increase reserved for "Special," class 6 increase for "A," class 5 increase for "B," and class 4 increase for "C." The distribution of the number of persons classified by categories were roughly 25% for "Special" and "A" combined, 60% for "B" and 15% for "C."

In the field of management policy, the Honda Motor Company, Ltd. attaches importance to the following three points:

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\* (on page 4) As of 1962, the number of employees of the Honda Motor Company Ltd. was 5,400 with a capital of 8,640 million yen, with the net annual sales reaching 57,900 million yen (March, 1961 to February 1962). Over 60% of the domestic market was also occupied by Honda. Exports to overseas countries grew rapidly and in the fiscal 1961 (March 1961 to February, 1962) about 4,000 million yen worth of products were sold through the 70 principal overseas sales agents, including American Honda and Europe subsidiaries, covering in all 57 countries throughout the world. The Suzuka factory, which was under construction at the time of this case was being prepared, is now operating as Honda's principal factory.

1. Development of superior techniques and products (Expansion and improvement of the research institute, and technical and research staff)
2. Satisfactory customers service (Repeated design alterations in compliance with the desires of customers, increase of the number of sales agents and parts depots, regular training programmes for sales agents, construction of auto sports or recreation facilities, etc.)
3. Establishment of good personal relations within the company (Abolition of discrimination between the professional employees and manual workers, payment of substantial bonuses, adoption of the ability allowance system, establishment of a welfare system and facilities, encouragement of a suggestion system, conducting attitude surveys, etc.).

#### The Union

The Honda Motor Labour Union was organised in July 1955, with about 1,400 employees of the head office and Saitama factory as members. The main object of organising the union was to improve working conditions and to obtain a balanced wage system through the power of a united body of workers. Later, in May, 1954, the Honda Motor Company Hamamatsu Labour Union was organised at the Hamamatsu factory with about 660 employees. When this union was formed, the existing union was divided into the two, namely the head office union, and the Saitama factory union, and as a result, Honda had three separate unions. When a common problem arose, the three unions formed a "united bargaining committee" for unified collective bargaining with the company, but at other times each union engaged in collective bargaining on its own.

Under these circumstances a movement was begun to form of a strong organisation by uniting the three unions into one company-wide federation. As a result of negotiation among the three unions, a single union, the

Honda Motor Company Labour Union Federation, was created in June, 1957.

Later, in July, 1960, the Suzuka Labour Union was formed at the Suzuka factory, and this union at once joined the federation. At this writing, the number of union members affiliated with the federation are: Saitama, 1,840; Hamamatsu, 1,435; Suzuka, 1,941; and head office, 424. None of the unions belong to national federations of labour unions.

All unions of the Honda Motor Company are very active and cooperative with the company, and no serious disputes taken place. Collective bargaining with the company has been conducted within the framework of discussions with the company, and no political or ideological colour is evident.

Of the four unions, the Saitama union is said to be the strongest, but even this union has not had a dispute with management in the course of its negotiations, since its partial strike in March 1957.\*

The federation's present major policies are: unification of all unions (that is, unification of the three unions into a single body), theoretical study of wage structures and methods of service evaluation, and achievement of a 40-hour work week.

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\* This partial strike took place with the following demands: (1) A uniform 10% raise in base salary; (2) Transfer of supplementary allowances to the regular salary; and (3) Correction of slack in the salary system. In the beginning, negotiation was conducted in the form of collective bargaining by the united bargaining committee organised by the Saitama, Hamamatsu and head office unions. However, the three unions could not keep up the pace, and the stronger Saitama voted to strike on the following day. It then entered into a power strike using such tactics as; partial strike refusal to work overtime, sit-down strikes in front of the head office, etc. After about two weeks of strike, an agreement was reached, but the company later sent a notice of punishment to 16 union members who led the strike, and dismissed four of them. A stormy atmosphere prevailed again, and the union appealed to the regional office of the Labour Ministry and to the district court. In November of the following year following the advice laid down by the local court calling for a voluntary solution of the problem, it appeared that a solution would be reached between management and labour. The company then withdrew all punishments and paid all expenses (for meditation, lawsuits, back pay for those who returned to the company, etc.) and the problem was finally solved. It appears that this experience might have been good medicine for both employers and employees, for since then, no dispute whatsoever has arisen at the Honda Motor Company.

Morale Survey Plan

The subject of a moral survey of employees was discussed in February 1959, between Mr. Katsuo Sano of Keio University, who was an advisor of the Saitama factory, and Mr. Masafumi Usami, assistant factory manager at that time. As the company had started to feel the necessity of a morale survey, and Mr. Sano and his study group members recognised an opportunity to test the effectiveness of the new investigation techniques that they had devised, and determine their validity on-the-spot. Tables with the company moved swiftly toward materialisation and 700,000 yen was appropriated for the survey from Honda's welfare budget. Prior to the drafting the survey schedule, Mr. Sano proposed to the company that it establish an attitude-to-life survey committee composed of representatives of management, the union, and a study group from the university, so that planning, execution and control of the survey could be conducted fairly and smoothly. After studying these proposals, the company approved them.

The first meeting of the attitude-to-life survey committee was held in April of the same year. The committee members included three persons from the company (the chief of the labour section, chief of the assembly section, and chief of the labour unit), three persons from the union (secretary general, vice-chairman, and an executive committee man), and three persons from the university (survey experts).

At the first meeting, the survey schedule and allotment of duties for the committee members were discussed. Then, the following schedule was made:

- April ..... Examination of documents.
- May ..... Preliminary interview.
- June ..... Planning and preparation of test papers such as questionnaires, cartoon tests, SCT, etc.
- July ..... Preliminary survey and re-examination of survey papers.

August 31, September 1 ..... Actual survey.

September to November ..... Analysis of results.

December ..... Drafting of report.

With regard to the allotment of duties for the committee members, the members from the university were in charge of planning and drafting, and collection and control or supervision of survey papers. However, with regard to the drafting and collecting of survey papers, the committee members from the university were advised to heed the views and requests of the management and union members, while making efforts to insure that such views and requests are reflected in the survey papers and analysis. In the final determination of the survey papers format and the method of analysis of the papers collected, committee approval was made a requirement. It was also decided that the members from the management and the union will render verbal assistance in the preparation of survey papers, and at the same time, take every opportunity to insure that the employees understand the significance and objectives of the survey so that it might be conducted smoothly and without creating unnecessary misunderstanding.

A few days after the first committee meeting, the committee members from the university immediately started investigation of the documents. This documents survey was conducted as it was felt necessary to grasp the employees' thoughts regarding their social, psychological and other related problems prior to the drafting of the survey papers. What was actually conducted, however, was analysis relating to the company's history, management policy, business, internal organisation, production processes, types and members of employees, office rules, wage structure and relative printed material of the company and unions. Following the investigation of documents, preliminary interviews with employees started at the beginning of May. The committee members from the university were in charge of these interviews. The object of the interviews was to get a general idea of the causes of the problems inside the company workshops,



and of the attitudes and feelings the employees were experiencing in their life at the company. This interview took place in the form of a round table conference making use of the lunch time recess or leisure time.

The committee chairman acted as the chairman of this conference. In general, the employees felt close to him due to his gentle and cheerful character, and he created an atmosphere in which frank talks were possible most of the time. The total attendance at the round table conference was about 90 persons, mostly those selected from group chiefs and general employees. Various points were taken into consideration in the selection of these persons such as, difference in departments and sections, (some cases came from different units), length of service, comparatively new employees, age, sex, etc. Eight or nine aides were present at each conference. In addition, the committee members from the university listened to the views of section chiefs and unit chiefs and interviewed them from time to time during off-hours. Further, the committee held round table conferences and gathered detailed information on union activities from the time of its formation to the present.

From the investigation of documents and interviews, the image and problems of the Honda Motor Company were pretty well clarified. Thereupon, the committee members from the university held a conference and drafted an outline of the aims of the investigation and the scale and form of survey papers, and submitted it for discussion by the committee.

At the committee meeting, the committee members from the university made the following explanation.

In the past, this company conducted small-scale, fragmentary investigations. No investigation has been conducted for the company as a whole. Moreover, investigations conducted in the past had been primarily for securing research materials for the investigators' own use, and many such investigations were conducted for only one section of the company. Such investigations are not considered

appropriate for securing material to be used to gain a wide understanding of the actual conditions in the company. Also, the percentage of returns of such questionnaire surveys is not very good, and the results are so unreliable that they cannot be utilised. Under these circumstances, the present survey has been planned to cover the entire Saitama factory. With regard to the contents of the survey, the aim should be to study various problems of the company from every conceivable angle. If, with the results of the investigation, all the problem points are clarified, it would be advisable to make an intensive follow-up concentrating on these points in the following years. In short, it would be better to make this investigation a kind of case study and fix the aims of the survey so that as much knowledge as possible can be gathered and a thorough study of the problems and their roots can be made possible and practicable.

One of the survey techniques that would satisfy the above aims is the "questionnaire" method, which has been in wide use of late. The questionnaire method has many merits, but also certain limitations. This survey method is very convenient in securing wide but shallow knowledge. Its merit lies in the fact that conducting, collecting and analysing can be carried out rapidly and easily. With this method, even if various techniques are used, such as the insertion of biased questions, there is a limit to the knowledge that may be acquired. Structural analysis of attitude is possible to a certain extent with the use of analytical methods for cross-tabulation,\* but it is

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\* This is a method for analysing the mutual relationship of answers to questions of more than two types. In concrete terms, this is a method to analyse exactly what the person who answers question "A" with "a" would write down for question "B", or what would the person who answers question "A" with "b", answer for question "B", etc.

difficult to attain deeper knowledge so as to be able to know why such-and-such an attitude or way of thinking is present. In the present investigation, it would be better to attempt to adopt the "incidental method" in order to learn of the deeper strata of attitudes and their structure. The incidental method is effective in hearing the real inner voice, because camouflaged questions are used. There are a large variety of incidental methods such as the method in which the sense of sight is used (Rorschach tests, thematic apperception test or TAT, sentence completion test or SCT, and picture-frustration or P-F tests), or the sense of hearing is used (incidental TAT, etc.), or the sense of movement is used (doll play). Of these, two methods are considered to be most effective, the sentence completion test and the picture frustration test. Application of these tests for attitudinal investigation is comparatively easy. Diversified testing is advisable with the combined use of these two investigation techniques and the questionnaire method. In this case, there is little point in using existing SCT and P-F methods, and it is better to prepare new Honda version SCT and P-F tests. Further, although P-F test forms to be newly prepared are similar to the existing P-F tests, as the aim and contents are very different, it would be better to use cartoon tests or sketch methods.

As mentioned above, adoption of incidental methods is, no doubt, effective in prying out the deeper phase of attitudes of employees, but quite a long time and skill is required in ordering of the results. In the case of questionnaires, if all staff members were to be tested, collection and analysis are not at all difficult if a computer is used. However, in the case of incidental method collection, the use of a computer is not so easy. Therefore, it would be advisable if all members of the Saitama factory are tested by the questionnaire method, and the cartoon and SCT tests are adopted for investigation

of a limited number of personnel (about 300), selected from all types of employees of different strata. As a final stage of investigation, the conducting of interviews is recommendable.

As the knowledge of the deeper phase of attitude of the employees can be drawn out by the utilisation of cartoon tests or SCT tests, the aforementioned interviews might be conducted as a supplement to other investigations. It is hoped that these interviews might be conducted for about 30 employees selected from different strata and having undergone three tests; namely the questionnaire, cartoon test and SCT test.

As mentioned above, in this morale survey, it is hoped that efforts will be made to collect materials of high reliability by the use of four types of investigation techniques, namely, questionnaires, cartoon tests, SCT tests, and interviews. It would be even better if the investigation is conducted not only for employees in general, but also for section chiefs and their staff. It is also hoped that the testing will be confidential in order to prevent any uneasiness from arising among those to be tested. Some of the employees will take all three types of tests--questionnaires, cartoon tests, and SCT tests--but to analyse the relationships of these persons' answers to the three types of tests will be important for determining the reliability of the testing techniques. So, it has been so devised that the answers made by Mr. "A" for his questionnaire can be cross-checked with the answers he has made for the cartoon or SCT tests. By using code numbers, his identity will remain concealed. This is explained graphically in Exhibits 2 and 3.

With regard to the format of the test papers, in studying the morale attitude of employees, it may be necessary to study the attitudes of the employees with relation to the various problems within the company.

The indirect study is to cover the following nine items:

1. Attitude toward the company and company officials.
2. Attitude toward one's place of work.
3. Attitude toward senior officers.
4. Attitude toward work.
5. Attitude toward ability evaluation and personnel changes.
6. Attitude toward the wage limit and wages.
7. Attitude toward welfare facilities.
8. Attitude toward the union.
9. Others (support of political parties, worries, opinions on this test, etc.)

With respect to these main categories, preparation of the questions, test illustrations and incentive words for the SCT test are contemplated.\*

Having heard the above explanation from the university professors, the committee meeting started to discuss the topic. As for the aim and scale of the investigation, discussions were mainly concentrated on the funds available, period and hours of the investigation, payment for overtime work after office hours for test work from September 1st onward, test techniques etc. With regard to the test items, the company asked the committee meeting to add attitude toward a suggestion system and safety movement, whether the house organ was read, attitude toward study and training, etc., to the test items. On the other hand, the union strongly stressed that the committee meeting delete the item dealing with support of political parties, since the idea might arise that this investigation was being used to study the employees' ideas and thoughts on this subject. The university committee members were strongly in favour of keeping items dealing with support of political parties since this was an important

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\*The words or phrases which are suggestive of associated ideas of those being tested.

point related to the various employee attitudes. The professors finally persuaded the union representatives to include this item, and explained that there would be no fear of this investigation being used as a study of the ideas and thoughts of individual employees, and, since the investigation was being conducted in secret and the results thereof would be published as a whole showing the distribution of tendencies as a group and not as a result of individual persons, the union's fears could be allayed. Unfortunately, however, this problem was not completely solved, and the meeting ended after agreement was reached that this problem would be studied again after committee members saw the question items and test illustrations.

After the meeting, the professors spent about one month in preparing a tentative draft of the test papers. Finished questionnaires contained a total of 63 questions (four or five multiple-choice answers were provided for each question), cartoons came to 30 sheets, and SCT incentive words to 30. This tentative draft was immediately reviewed at the committee meeting. At the committee meeting, the participating groups often clashed with respect to the contents of individual test items. The union representatives strongly maintained that the problem of ability evaluation and personnel changes should be given more importance since there recently had been much dissatisfaction and complaints by employees on these matters. In reply, the management representatives demanded that this question be deleted from the test, saying that since ability evaluation and personnel changes were basic policies of the company, nothing could be gained by tackling this problem, and the danger would arise in that, if these problems were broached, the execution of basic policies of the company would be jeopardised. The company representatives also showed disapproval of the insertion of certain questions in the test, namely, questions on the employees' trust in the president and managing director. The union representatives maintained that there would be no need on the part of the company to know the employees' attitude toward the union. They also said that since the union had its

own special circumstances, there would be no necessity to ask the employees about their views that attitudes toward the union. Union representatives opposed the inclusion of questions which asked the employees' degree of trust in the union executives, and demanded that all questions relating to the union be deleted.

In reply to these demands made by the management and union representatives, the university group made the following explanation in an effort to persuade both sides to come to some sort of agreement.

We fully understand the views expressed by you all, but the aim of a moral survey is to hear directly and frankly, the views of the employees, and it is very important that the knowledge thus obtained be used for the execution and planning of the personnel administration policy of the company .....

We deem it necessary to find out what sort of attitude employees hold toward the top and middle management or toward the union executives and that knowing this, we can bring about important changes in their daily morale. It is all the more so in the case of company like this which has made rapid development from a medium- or small-size enterprise. We think therefore, that in order to secure sound future development of both the company and union, that without prejudice toward either side, there should be a compromise, and without making any fuss, criticism (if any) from the employees should be received for self-reflection.

After this, the company and the union expressed their views and exchanged opinions. In the face of continued persuasion by the university group, both sides came to understand the aim of the test items. The draft was adopted for the preliminary test and given detailed study.

Investigation of Attitudes

Preliminary test were given in July, 1959. A factory of the Honda Motor Company considered identical in characteristics the Saitama factory was chosen, and about 90 employees were asked to complete the questionnaire and take the cartoon and SCT tests. The results were immediately collected, analysed and reported to the committee. On the basis of this report, the committee studied the draft of the test papers with respect to quality sequence and wording of questions, number of multiple-choice answers, quality of the illustrations, incentive words in the SCT test, etc. These were collected by the university group and the final draft made.

The major contents of the final draft were as follows:

- (Questionnaire) ..... 79 questions  
(see Exhibit 4.1)
1. Attitude toward the company and managers ... 9 questions  
(6 multiple-choice ... 3 free answers)
  2. Attitude toward one's place of work ... 6 questions (all multiple-choice)
  3. Attitude toward senior members of the company ... 5 questions  
(all multiple-choice)
  4. Attitude toward work ... 5 questions (all multiple-choice)
  5. Attitude toward the suggestions sytem and safety movement ...  
7 questions (all multiple-choice)
  6. Reading of house organ, union news, and problem of communicat-  
ions channels ... 5 questions (all multiple-choice)
  7. Attitude toward ability evaluation and personnel changes ...  
6 questions (3 multiple-choice, 2 free answers, 1 other answer)
  8. Attitude toward wages and age limit ... 13 questions (9 multiple-  
choice, 4 free answers)
  9. Attitude toward welfare facilities, study and training ... 10  
questions (8 multiple-choice, 3 free answers)
  10. Attitude toward union ... 8 questions (7 multiple-choice, 1  
free answer)
  11. Others (support of political parties, worries, views on this  
test, etc.) ... 5 questions (2 multiple-choice, 3 free answers)



In addition to the above, some question items (face sheet) were placed at the end of the questionnaire in order to check the individual character of those being tested. To the questionnaire given to group chiefs, a few questions relating to the individual character of these chiefs were added (see Exhibit 4.2).

(cartoon test).... 20 figs (see Exhibit 5)

(SCT) ... 70 incentive words (see Exhibit 6)

This final draft was adopted without revision at the committee meeting. At the meeting, there was discussion on the problem of publicising the test within the company in order that each employee might correctly understand the aims and methods of the test and the use of its results. Up until this time the company had reported the object and progress of test plans several times in the house organ. In the future, round table conferences are planned for the groups representing management the union and the university, and the news the conferences will be published, with photographs, in the house organ. The union representatives announced that they will report the aim of the test and establishment of the committee through the "Union News," and emphasise the fact the identity of individual respondents will be kept strictly confidential. The union also announced it would inform its members that it is in full support of these tests. These were the decisions reached at the committee meeting.

The test was conducted on the two days scheduled, August 31st and September 1st and were successful, as stated previously. One hour overtime pay was granted to those employees who were tested after office hours on September 1st. The following is the percentage of test papers collected:

Percentage of questionnaires collected

	Total number of employees	Number of returns	Percentage returned
General	1,221	1,159	93%
Group chiefs	63	61	96%
Section chiefs, unit chiefs	92	81	88%

Percentage of collected cartoon tests and SCT tests

	Number of stratified sample	Number of returns	Percentage returned
General	260	239	90%
Group chiefs	20	19	95%
Section chiefs, unit chiefs	20	20	100%

With regard to the employees' views on the matter of conducting this survey, the question "What do you think about conducting such a survey as this?" was provided as the last item in the questionnaire. The answers to this question were as follows: (Wish such a survey be conducted occasionally) 46%; (Cannot say whether the survey is a good idea) 39%; (Stop these surveys as they are troublesome) 6%; (No answer) 9%.

(Questions)

1. What sort of meaning is there in the company's carrying out a morale survey?
2. Is there any problem in the objective of a morale survey given by Honda Motor?
3. Who do you think is the most suitable person to conduct a morale survey and achieve about the most effective results? The company, the union, or a third person (such as a researcher from a university) or a committee composed of these three parties?
4. In the case of establishing a survey committee like that of Honda Motor, who would be the most suitable person to be a member of such a committee?
5. In conducting a morale survey, is the combined use of four types of techniques (questionnaires, cartoon tests, SCT test, and interviews) necessary? Isn't the use of the questionnaire method sufficient?
6. Is it better to widen the aims of the survey to include various problems within the company, or limit the aims to only special problems?
7. In preparing the items to be covered, is it better to select such items as relate to the problems and conditions particular to the company, or is it better to prepare a general form of items comparing the problems of this company with those of other companies?
8. Are there any problematic points in the contents of the questionnaire, cartoon test and SCT test that have been prepared by the Honda Motor?
9. Is it necessary that a morale survey be conducted for all employees? Is it not sufficient that the survey be conducted only for those selected by sampling?
10. Are there any other problematic points to be discussed with respect to this case?

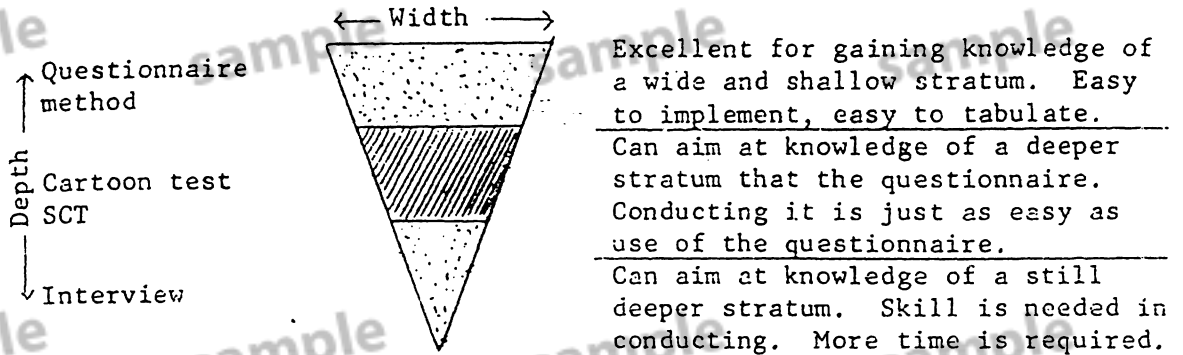
Exhibit 1. Total Number of Personnel and Level of Salary

	Men	Women	Total	
Number of personnel	2,376	552	2,928	
Average age	26 years 8 months	25 years 8 months	26 years 1 month	
Average number of years served	4 years 8 months	6 years 4 months	5 years 1 month	
Average salary	Base salary	22,211 yen	15,368 yen	20,946 yen
	Allowance	4,464 yen	2,001 yen	4,001 yen
	Total	26,675 yen	17,369 yen	24,947 yen

Exhibit 2. Composition of Investigation

Method of Investigation	Questionnaire (all staff)	Cartoon test & SCT (random sample)	Interviews (random sample)
Classified			
Section chief; unit chief	○ ○	○ ○	○
Group chief	○ ○	○ ○	○
General	○ ○	○ ○ ○	○ ○ ○

Exhibit 3. Characteristics of Each Method of Investigation



(Note) It is so arranged that the problems which are regarded as important be taken up once again the cartoon test, SCT test and interview. It is also so contrived that the completed test papers of each person who had taken the questionnaire, cartoon test and SCT may be correlated, and this person can be analysed on the basis of how he has completed the three tests.

Exhibit 4. Sample of Questionnaire

Exhibit 4.1. Sample of questionnaire for general use

Cover  
p.1

LIVING ATTITUDE SURVEY QUESTIONNAIRE

No.
-----

Honda Motor Company, Saitama factory,  
Living Attitude Survey Committee.

With respect to the survey

The living attitude is to obtain frank answers to questions regarding what you are thinking and hoping in your daily life and work, in order to make your place of work a pleasant and happy one.

The survey committee consists of representatives of the company management, the union and the university (research experts). All the questions have been prepared by the university group, and approved by the company and union representatives. Hence, there is no cause for anxiety or for thinking that the investigation is being conducted with partiality for either the company or the union. This investigation is being conducted in secret, and the results are collected and analysed

by the university committee. The object of this survey is to ascertain the tendencies of the employees as a whole; it is not directed against any one individual. We wish to emphasise this point in order to dispel any misunderstandings that may arise. We urge you to answer freely and without apprehension.

p.2

Method of entry

Various questions are written on this paper. Read the questions carefully, and where there is a choice of answers, such as a, b, or c, draw a circle around the letter for the answer that you think is nearest to your way of thinking. Even if there is no answer which correspond exactly to your opinions, circle the letter for the one that comes nearest to it.

Example: Which do you prefer, sweet things or hot things?

- a. Sweet things
- b. Difficult to answer
- c. Hot things

In case of questions like "What do you think of ....., if you come across any blank spaces, please write freely what you think is proper in these spaces.

In the case of questions reading where you are told, "Number in order of importance," write the boxes provided.

Example: What are the most important requirements of a good baseball pitcher? Number three squares in order of importance?

- Has speed
- Throws hard
- Has a change-of-pace pitch
- Control is good
- Has courage
- Has a good brain

(Note) Please do not make any entries in the long, narrow frame on the left hand side of the question page.

p.3

col. 1
Y
X
0
1
2
3
4
5
6
7
8
9

1. What are the conditions like at your place of work?
  - 1) Enthusiasm toward work.
    - a) All workers making enthusiastic efforts.
    - b) Doing pretty well.
    - c) Not so energetic.
  - 2) Conditions around place of work.
    - a) Rather bright.
    - b) Normal.
    - c) Rather dark.
  - 3) Co-workers.
    - a) There are many pleasant co-workers.
    - b) All are pretty good.
    - c) There are some unpleasant co-workers.
2. What was your impression when you joined this workshop?
  - a) Became quickly familiarised.
  - b) Not so bad.
  - c) Found it rather difficult to become familiarised.

col. 2
Y
X
0
1
2
3

3. What do you think of your immediate senior officer?
  - 1) Do you think that he is well versed in his work?
    - a) I don't think he is so well versed in his work.
    - b) I think that he's alright.
    - c) I think that he knows his work quite well.
  - 2) Do you think that he has talent in controlling his subordinates?
    - a) I think that he has skill in controlling his subordinates.
    - b) Difficult to say yes or no.
    - c) I don't think he's a good supervisor.

p.4

3) Do you think he knows how to appreciate the work of his subordinates, or does he listen to the views of his subordinates?

4 a) I think he knows and does listen to their views.

5 b) Difficult to say.

6 c) I wish that he were more active in these points.

4) Do you think that he is positive in taking responsibilities toward his senior officer?

7 a) He is the type of person who protects his subordinates.

8 b) Difficult to answer.

9 c) I wish that he would be more courageous.

col. 3 5) Does he become easily familiarised with others in private life?

Y a) Yes, I think that he is the type of person who easily become familiarised with others.

X b) Difficult to say yes or no.

O c) I don't think that it is easy for him to become familiar with others.

4. Do you sometimes wish to be posted to another place of work?

1 a) I think so sometimes.

2 b) I seldom think of such a thing.

3 c) I have never thought of such a thing.

5. What are your thoughts when comparing the office with the workshop?

5 a) I like office work.

6 b) I don't like the workshop because it gets dirty there.

7 c) I don't think that there is much difference between the two.

8 d) I don't like the office because it's not directly related to production.

9 e) I like the workshop better.

p.5

col. 4 6. Do you think that your work is worthwhile doing?



- Y a) I think it is rather worthwhile work.
- X b) I think it is pretty good work.
- 0 c) I don't think that it is worthwhile work.
7. Do you sometimes get tired because of too much work?
- 1 a) Yes, I get too tired.
- 2 b) Moderately tired.
- 3 c) Not much.
8. Is there sufficient equipment ready for the work?
- 4 a) There is enough equipment.
- 5 b) More or less enough.
- 6 c) Rather insufficient.
9. It is said that there are too many alterations. What do you think about this?
- 7 a) I think it can't be helped.
- 8 b) I cannot say anything about this.
- 9 c) I think that it's not good policy.

col. 5

10. What do you think of proposals for improvements?

1) Do you think that review of proposals is carried out speedily?

- Y a) Conducted speedily.
- X b) Not so speedily.
- 0 c) Slow.

2) Do you think that you are encouraged by such proposals in the fulfillment of your work?

- 1 a) I think so.
- 2 b) Difficult to say one way or the other.
- 3 c) I don't think so.

3) Do you think that there are many who submit such proposals to get awards?

- 4 a) I think that there are many.
- 5 b) Cannot answer.
- 6 c) I don't think that there are many.

7  
8  
9

4) Do you think that the method of encouraging submission of proposals for improvement is inadequate?

- a) Inadequate.
- b) Not much.
- c) I don't think so.

col. 6

5) Do you think that one's evaluation will be favourably influenced if such proposals are submitted?

Y  
N  
O

- a) I think that it favourably influences one's evaluation.
- b) I don't think that it has much bearing on evaluation.
- c) I don't think so at all.

6) Do you think that senior officers are happy to see such proposals submitted?

1  
2  
3

- a) I think that they are happy.
- b) Hard to say.
- c) I don't think that they are happy.

11. What do you think of overtime work?

4  
5  
6

- a) There shouldn't be overtime work.
- b) Overtime work is alright so long as there is not too much of it.
- c) It doesn't matter even if overtime work is much.

12. What do you think of the safety movement?

7  
8  
9

- a) I think that it is excessive in some cases.
- b) I think that it is rather reasonable.
- c) I think that the movement should be encouraged.

P.7

col. 7

13. Do you sometimes think that it would have been better if you had gone to another company?

Y  
X  
O

- a) I often think so.
- b) I seldom think so.
- c) I have never thought of such a thing.

14. When you are asked what company you work for, what kind of feeling do you have when you answer?

1

- a) I answer with a feeling of pride.

2

b) I don't feel anything.

3

c) I feel somewhat ashamed.

15. How much of the company's papers or publications do you read?

4

a) I always read every word.

5

b) I read almost all the interesting parts.

6

c) I just glance at it.

7

d) I hardly read anything.

16. From what source do you get your information of the conditions in the company or the company's way of doing things. Circle the major points.

a) Directly from the conversations of the president and directors.

b) From the conversations of the section chief and unit chief.

c) From the conversation of the group chief.

d) From the house organ.

e) From the Union News.

f) From meetings.

g) From conversations with co-workers.

h) Others.

p.8

col. 8

17. Do you think that the voice of the people in general is reflected in Yamato, the house organ and in the Union News?

1) Yamato

Y

a) I think that it is reflected in this publication.

X

b) Cannot say.

0

c) I don't think that it is reflected in this publication.

2) Union News

1

a) I think that it is reflected in the Union News.

2

b) Cannot say.

3

c) I don't think that it is reflected in the Union News.

18. What do you think of personnel changes in the company?

4

a) I think that it is good.

5

b) Cannot give a definite answer.

6

c) I don't think that it's good.

19. In what way do you think that personnel changes are taking place? Please write down exactly what you are thinking with regard to this.

20. What sort of person do you think is quick to get promoted in this company. Please write in the numbers in order of importance.

An efficient man.

A person with a good scholastic record.

A person close to senior officers.

A sharp person.

21. What do you think of the present president and managing director?

7

a) I think that they can be relied on for a long time.

8

b) No opinion.

9

c) I feel uneasy when I think of the future.

col. 9

22. What do you think of the present directors, department and section chiefs?

Y

a) Reliable for a long time.

X

b) No opinion.

O

c) Feel uneasy when I think of the future.

23. What do you think about the company's future?

1

a) I think that the company will continue to develop at the present favourable rate.

2

b) The question has never entered my head.

3

c) Sooner or later the company might be confronted with grave crises.

24. Do you think that there is such a thing as the "Honda Spirit?"

4

a) I think that there is such a thing.

p.9

5

b) I think that there is no such thing.

6

c) Don't know.

25. (This question is for those who circled (a) for the last question.) What sort of thing do you think the "Honda Spirit" is? Explain.

p.10

26. What do you think are the good points and bad points of this company? Please write in the points in an itemised way.

Good points

Bad points

27. What do you think of the wages here?

7

1) As compared with other companies

a) Higher.

8

b) Same.

9

c) Lower.

col. 10

2) When compared with the work being carried out

Y

a) Sufficient.

X

b) Moderate.

O

c) Insufficient.

3) For your living expenses

1

a) Sufficient.

2

b) Moderate.

3

c) Insufficient.

4) When compared with your co-workers with the same personal history.

4

a) The gap is too great.

5

b) Not much difference.

6

c) No difference.

p.11

5) When compared with your co-workers who entered the company later.

7
8
9
col. 11
Y
X
0
1
2
3
4
5
6
7
8
9

- a) Higher.
  - b) Same.
  - c) Lower.
- 6) When compared with those who entered the company before 1952 (27 years ago).
- a) The gap is too great.
  - b) Not so much difference.
  - c) No difference.
- 7) When compared to those having a good scholastic record.
- a) The gap is too great.
  - b) Not so much difference.
  - c) No difference.
- 8) What about the difference between men and women?
- a) The gap is too great.
  - b) Not so much difference.
  - c) No difference.
- 9) What about the difference between the office and the workshop?
- a) The gap is too great.
  - b) Not so much difference.
  - c) No difference.
  - d) Don't know.
28. What do you think about the following wage policies? Please write down any views that you have.
- 1) With respect to age adjustment.
  - 2) Retirement allowance and the payment of condolence money.
  - 3) Various allowances (family allowance, living allowance, overtime allowance, etc.)

col. 12	
Y	
X	
0	
1	
2	
3	
p.13	
4	
5	
6	
7	

29. What do you think of the age limit and the life after the age list is reached? Please write down any opinions that you have.
30. What do you think of the ability evaluation that is being conducted now?
- a) Ability evaluation is purely a matter of course.
  - b) Difficult to say whether it is good or bad.
  - c) Such an evaluation is unnecessary.
31. Do you think that the present ability evaluation is being fairly conducted?
- a) Fairly conducted.
  - b) Pretty well conducted.
  - c) Conducted unfairly.
32. What is your opinion of the ability evaluation? Please write down whatever you like.
33. Do you think that the company's welfare facilities are sufficient?
- a) I think that they are sufficient.
  - b) Almost sufficient.
  - c) I think that they are insufficient.
34. What sort of welfare facilities do you wish to be provided with? Please write down three items in order of priority.
- (1)
  - (2)
  - (3)
35. What sort of measures do you wish to be taken with respect to the housing problem. Please write down whatever you think about this problem.
36. What are your views with respect to the company's food?
- 1) Type of menu.
    - a) Wish that one or two more dishes could be added.

8  
9  
p.14

- b) Satisfied with the present menu.
- c) Satisfied with even less items than on the present menu.

col. 13

2) Present prices.

Y

a) Too expensive considering the present quality and volume.

X

b) Quite fair.

O

c) Cheap.

3) Volume of staple food.

1

a) Wish it to be slightly increased.

2

b) Satisfied with the present amount.

3

c) Satisfied with slightly less.

4) Quality of side dishes.

4

a) Wish that quality could be better, even with a slight increase in price.

5

b) Satisfied with the present quality.

6

c) I would be satisfied with a lower grade of rice if the price was lowered.

5) Attitude of employees in the dining hall.

7

a) Rather kind.

8

b) Passable.

9

c) Rather unkind.

col. 14

6) Hygeinic conditions.

Y

a) Good.

X

b) Passable.

O

c) Poor.

37. Are you interested in the activities of the union?

1

a) Have great concern about the union.

2

b) Have some concern about the union.

3

c) Have little interest in the union.

p.15

38. To what extent do you read Union News?

4

a) Always read everything printed.



5
6
7
col. 15
Y
X
0
1
2
3
4
5
6
7
8
9
p.16
col. 16
Y
X
0
1

- b) Read almost all the interesting parts.
- c) Simply glance through it.
- d) Seldom read it at all.

39. In the case of inconsistency between the house organ, and the employees' newsletter and the Union News, to which do you attach more importance?

- a) Company news.
- b) Union News.
- c) Difficult to say.

40. What do you think of the present union?

- 1) With respect to the strength of the union.
  - a) Strong.
  - b) Moderate.
  - c) Weak.

2) Relationship between the union and the company.

- a) Good.
- b) Difficult to answer.
- c) Bad.

41. What do you think of the present union executives?

- 1) Do you think that the opinions of union members are taken up satisfactorily?
  - a) They are satisfactorily taken up.
  - b) Pretty well taken up.
  - c) Insufficiently taken up.

2) Does the union always maintain its stand against the company?

- a) It does.
- b) Moderately.
- c) It does not.

3) Do you think that the present executive members are reliable?

- a) Reliable.

2

b) Reliable to a certain extent.

3

c) Unreliable.

42. In this union, what type of person is more likely to be chosen as an official?

43. Do you think that there is such a thing as being marked by the company if one is too enthusiastic about union activities?

4

a) I don't think it pays to be too enthusiastic.

5

b) Not affected.

6

c) I rather think that it might invite early promotion.

44. What type of training and study would you like to be conducted by the company? Please mention three such items.

(1)

(2)

(3)

P.17

col. 17

Y

45. What political party do you support? Please select one party only.

a) Liberal Democratic Party.

X

b) Socialist Party, right wing.

O

c) Socialist Party, left wing.

1

d) Communist Party.

2

e) Others.

3

f) None.

(Only those who circled (f), please reply by circling one political party that you could choose if you were compelled to do so.)

4

a) Liberal Democratic Party,

5

b) Socialist Party,

6

c) Communist Party.

7

d) Any one will do.

46. Please circle any dissatisfactions or worries that you have against:

p.18

- 1) The company.
- 2) Your place of work.
- 3) Your actual work.
- 4) Wages.
- 5) Ability evaluation.
- 6) Welfare facilities.
- 7) The union.
- 8) Other worries or problems.

p.19

col. 18

Y  
X  
0

- 47. What do you think of conducting this type of investigation?
  - a) Wish it could be conducted more often.
  - b) Wish it could be stopped as it is annoying.
  - c) Hard to say.
- 48. After completing the foregoing questions, if you wish to say something more, or if there are any other problems that you wish to take up, please do not hesitate to write them down.

p.20

col. 19

1  
2

- 1. Sex  Male
- Female

col. 20

1  
2  
3  
4  
5

- 2. Age  Under 19
- 20-24
- 25-29
- 30-39
- Over 40

col. 21

1  
2

- 3. Marriage status  Single
- Married

col. 22
col. 24
col. 25
1
2
3
4
p.21
col. 26
1
2
3
4
col. 27
1
2
3
4
5
6
7
col. 28
1
2
3

4. Place of work  Section  
 Unit

5. Class  1st class  
 2nd class  
 3rd class  
 Above 4th class

6. Year of entry into the company  
 Before 1952  
 1953-1955  
 1956-1958  
 After 1958

7. School completed  
 Elementary school  
 New-system junior high school  
 Old-system junior high school  
 New-system high school  
 Old-system college/junior college  
 New-system university  
 Old-system university

8. Residence  
 Own house  
 Company facilities  
(company house, dormitory)  
 Others

Exhibit 4.2. Sample questionnaires for group chiefs  
(additional)

(The following questions have been added to the general questionnaire.)

47. There may be many difficulties with respect to the volume of work of the group or to personnel. Please write down anything related to such problems. (overtime, maternity leave, paid vacation, etc.)
48. Don't you become annoyed with your work because of the many instructions coming from so many places? Please write whatever you like in connection with this question.
49. Please write what troubles you most in times of emergency caused in times of emergency caused through sudden changes in plans or delay in the delivery of materials. You may write down any criticisms about the present conditions, noting constructive opinions or your personal ideas.
50. You may have encountered various difficulties in the management of your group. Please write down your most difficult problem in connection with this.
51. We have already furnished you with the possible answers with regard to ability evaluation. This time, however, you are requested to write down whatever you think concerning ability evaluation of group members from the standpoint of a group chief.

52. Do you think that you are given sufficient chances to get to know the general policy or present conditions in the company?

53. If you have any work that you take pride in doing as a group chief or if there are any difficulties involved in discharging your work, please write them down.

Exhibit 5 Sample of Carton Test (P-F)

No.

P-F Test

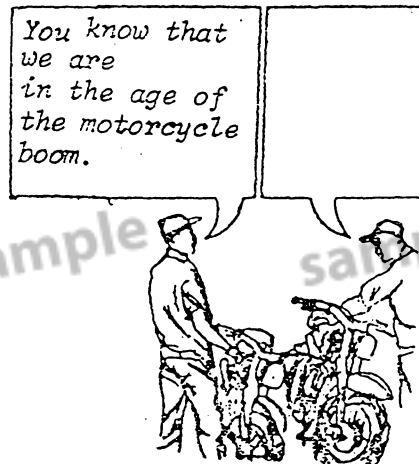
Honda Motors Saitama Factory  
Living Attitude Survey Committee

Method of entry

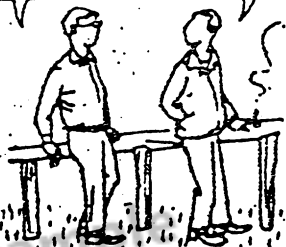
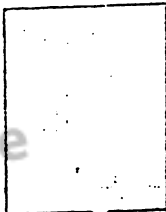
If you turn this paper over you will find a picture, as shown in the example, in which a person is talking to another person. All you have to do is to write down in the space provided what you think the other person is answering. Look at the picture and write down whatever comes to mind. You might think of many things that the other person is likely to say, but write down the first idea that you think of. Fill in the example first, then fill in the others in order starting from No. 1 as quickly as possible.

1	2	3	4	5	6	7	8

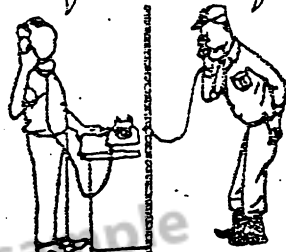
(Example)



Do you know that there is a union meeting today?



This is the president's idea, so please do it at once.



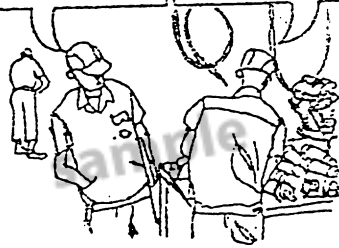
7

8

I rather prefer office work.



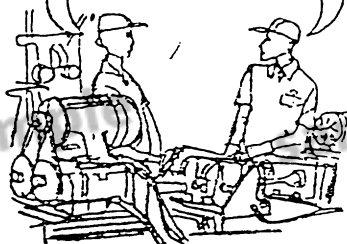
This is not the way to do it.



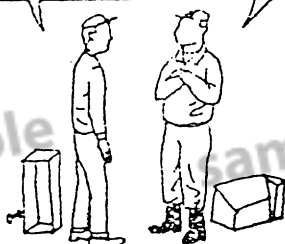
9

10

Do you know that so-and-so is said to have submitted a proposal again?



Chief! I've made a blunder at so-and-so.



11

12

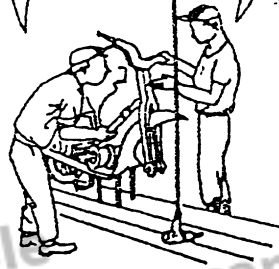


I hear that so-and-so will be promoted to group chief this time.



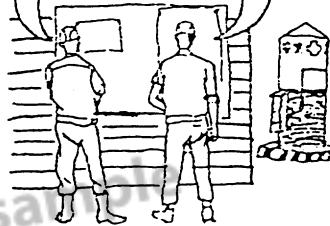
13

We can't stand to hear our shop being compared with such an easy working as that.



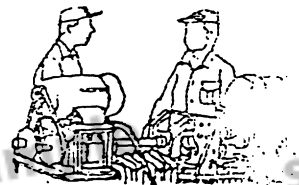
14

What shall we do about today's collective bargaining?



15

Installation changes again!?



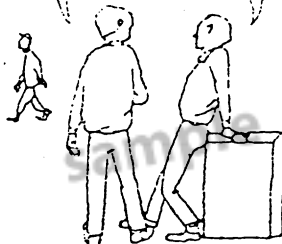
16

So-and-so office looks quite neat, doesn't it?



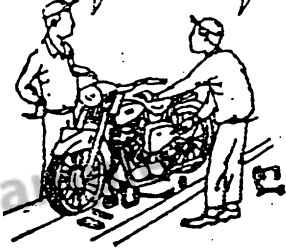
17

It seems that fellow's going to another class-6 salary raise again.



18

How is the work going?



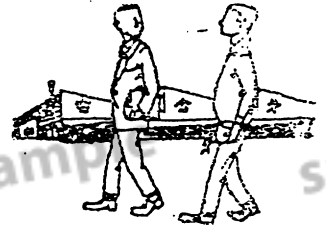
Today's food is not tasty.



Do you know that the company is planning to increase production again?



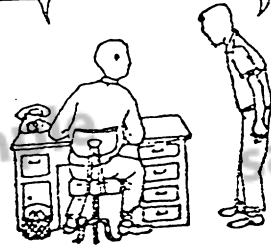
What do you think of the group chief?

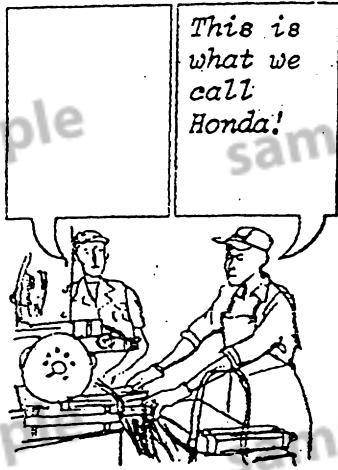


Oh, my god, I'm injured

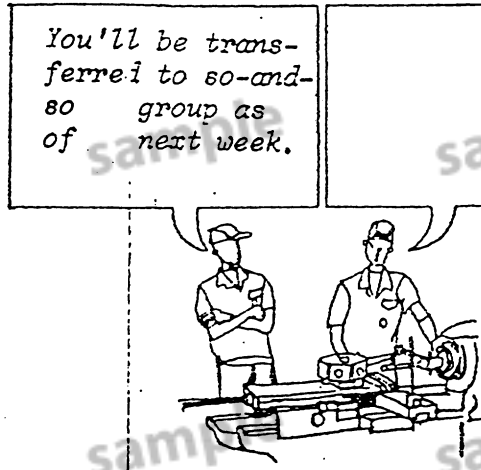


I wonder if I can take paid leave tomorrow?





19



20

Exhibit 6. Sentence completion method test (SCT) Sample

SCT Test

No.

Honda Motors Saitama Factory  
Living Attitude Survey Committee

Method of completion

Various uncompleted sentences have been arranged in this paper.

Look at the wording, and complete the sentence with whatever comes into your head.

(Example)

Foreign countries: I wish to go to foreign countries and take in the various sights.

To read books: Reading books makes people think about many things in life.

In this way, you can write whatever comes into your head as soon as you think of it. Please try to complete the questions as quickly as possible starting from No. 1 and continuing in order. If you can't think of anything, circle the number and leave it to be answered later.

1	2	3	4	5	6	7	8

1. When I was a child \_\_\_\_\_
2. People often \_\_\_\_\_ of me \_\_\_\_\_
3. Home life \_\_\_\_\_
4. My failutre \_\_\_\_\_
5. People at home \_\_\_\_\_ of me \_\_\_\_\_
6. I am pround of \_\_\_\_\_
7. Salary \_\_\_\_\_

8. After work is over \_\_\_\_\_
9. My father \_\_\_\_\_
10. Union \_\_\_\_\_
11. Female employees \_\_\_\_\_
12. Accidents \_\_\_\_\_
13. Things that I cannot do \_\_\_\_\_
14. The reason why Honda is good is \_\_\_\_\_
15. I often \_\_\_\_\_
16. The office staff \_\_\_\_\_
17. In the future \_\_\_\_\_
18. Improvement proposals \_\_\_\_\_
19. My health \_\_\_\_\_
20. My senior officer \_\_\_\_\_
21. Love is \_\_\_\_\_
22. Changes of installation \_\_\_\_\_
23. I privately \_\_\_\_\_
24. Overtime \_\_\_\_\_
25. My complaint is \_\_\_\_\_

Note: The following are all incentive words.

- |                             |  |
|-----------------------------|--|
| 26. My brothers and sisters | 27. My sleep   |
| 28. I must                  | 29. When I enter society                                 |
| 30. Women                   | 31. When the company said that is to increase production |
| 32. Up to now               | 33. The president  |
| 34. Movement                | 35. To work  |

If there are any spaces that have not been filled in, please enter the number marked.

Part II.

- |  |                               |
|--|-------------------------------|
| 1. At home                                       | 19. Money                     |
| 2. Things which made me uneasy                   | 20. The weak point of Honda   |
| 3. Friends                                       | 21. My ambition               |
| 4. Ability evaluation                            | 22. Man                       |
| 5. I often                                       | 23. At the company            |
| 6. People on the spot                            | 24. What I don't like         |
| 7. If I  | 25. When conditions are good, |
| 8. Paid leave                                    | 26. Major time                |
| 9. My mother                                     | 27. Section chief             |
| 10. When I am called by a senior officer, I .... | 28. When I get old            |
| 11. Marriage                                     | 29. People in the house       |
| 12. In order to get a quick promotion            | 30. My senior officer often   |
| 13. What I want to know                          | 31. I am making efforts       |
| 14. What I regret is                             | 32. Personnel changes         |
| 15. Work   | 33. What I cannot forget is   |
| 16. What I like is                               | 34. Absent                    |
| 17. My brain                                     | 35. What I envy is            |
| 18. At my place of work                          |                               |

If there are any spaces that have not been filled in, please enter the number marked.

THE ASIAN PRODUCTIVITY ORGANIZATION

Aoyama Daiichi Mansions  
4-14, Akasaka 8-chome  
Minato-ku  
Tokyo 107  
JAPAN

Tel: 03 (408) 7221  
Cable: APOFFICE, Tokyo  
Telex: J26477 APOFFICE

THE GRADUATE SCHOOL OF BUSINESS  
ADMINISTRATION

Keio University  
1960 Hiyoshi-Honcho  
Kohoku-ku  
Yokohama 223  
JAPAN

Tel: (044) 62-1185

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