

# MATSUSHITA ELECTRIC INDUSTRIAL CO., LTD

## —PLAN OF LIFE FOR SENIOR EMPLOYEES—

In July 1980, Matsushita Electric Industrial Co., Ltd. made publicly known its "Plan of Life for Senior Employees" which would ensure its employees continued job security up to the age of 65. The Matsushita's plan attracted considerable attention in Japan because in those days most of Japanese large companies were trying to extend retirement age from 55 to 60. The plan consisted of several measures to deal with problems arising from aging of the workforce. It was drawn up by the joint management-union "Ad hoc Committee on Utilization of Older Workers" which had had many discussions over one year. Mr. Keiichi Takahata, President of Matsushita Electric Industrial Labor Union, who played an important role in the Committee, said to a reporter, "The Plan is very significant. Now we'll be able to continue to work until we're 65. New firms will be set up to provide old workers with jobs. The union wants to raise the retirement age from 60 to 65 by the late 1980s. This plan is an important step toward the goal." (The Nihon Keizai Shimbun, July 26, 1980)

### Business Environment and Management Strategy

Matsushita Electric, Japan's largest consumer electronics manufacturer, was known as "Matsushita of consumer electric appliances" because of its dominant share in the market. In 1983, the company had ¥2,719 billion sales and ¥189 billion recurring profits with about 68,000 employees. In spite of adverse business conditions following the first oil crisis, Japan's electrical and electronics industry recorded an average growth rate of 15.8% in five years from 1975 to 1980. This good performance was partly attributed to the active responses of the industry to rapidly changing business conditions brought about by rapid technological progress, particularly to new opportunities and growing demands in industrial and consumer

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The case does not intend to show an example of appropriate or inappropriate handlings in business administration. (March, 1985)

markets both inside and outside of the country. The increasing importance of electronics industry in Japan was so great that semiconductors, integrated circuits among others, replaced iron and steel as "the staple food of all industries." With unlimited frontiers of new technologies, the industry was expected to make a further high growth in the coming decades.

Matsushita Electric had been making strenuous efforts to adapt itself successfully to changing circumstances and in 1981 drawn up a long-term plan incorporating projections of electronics industry's progress and clarified in it the strategically important fields to the company. It was an ambitious plan aiming to develop itself into an all-round electronics manufacturer while keeping its leading position in consumer electronics markets. What was to be noticed was that it put a high priority on information systems such as office-automation, home-automation as well as on the "next generation" consumer goods like video-discs. The plan also envisioned the company as a strong maker of industrial robots and other industrial machinery and equipment. Another feature of the plan was its strategy to strengthen its overseas operations so as to become a viable multinational enterprise. Matsushita Electric had 72 production and sales outposts in 33 countries and the plan aimed to increase the size of its overseas business to that of domestic operations.

Matsushita Electric was a comparatively young company in terms of the age of employees: the average age was 30 and the number of employees aged 45 and over accounted for 10% of its workforce. However, if the company would keep hiring about the same number of young employees as it had in the past years, the ratio of workers over 45 was estimated to be 20% in 1985 and to rise further rapidly thereafter. The number of annual retirants was also comparatively small: about 50 in 1971, 80 in 1976 and some 160 in 1981. But this figure too was expected to increase rapidly and would exceed 300 in 1990. (Exhibit 1) The company was still young, but aging of its employees was already under way. It was because the company had a disproportionally large number of employees in their 30s who had been hired in the high economic growth period.

In the past decade the total number of employees increased only by 20% from 56,000 to 67,000 but the number of persons in managerial posts above the level of section chief (Fuku-Sanji) increased from 3,800 to 6,400. Employees in their 30s accounted for 40% of the

total employees and many of them would be eligible for, and would expect to be promoted to, managerial posts. Therefore, how to motivate and utilize them was an important problem of personnel management of the company.

#### Basic Business Philosophy and Personnel Policy

The management philosophy of Matsushita Electric took shape in what was called the "Basic Management Principle." It was said that the principle was the foundation of Matsushita Electric's corporate culture: it was not only the guiding principle of the management but also the moral guideline of its individual employees.

May 5th of 1932 had been chosen as the Foundation Day of Matsushita Electric and the year named the "Year of Comprehension" because Mr. Konosuke Matsushita, founder of the company, came to realize the true mission of management and on May 5th he declared before all the employees what he was convinced of the real duty of an industrialist. It could be said that, therefore, Matsushita Electric had a clear management philosophy from the very first day of its existence. The philosophy was said to be still permeating the company.

The philosophy was expressed in the form of the "Creed" which says "Through our industrial activities, we strive to foster progress, to promote the general welfare of society and to devote ourselves to furthering the development of world culture." It was believed that only with this kind of attitude employees of Matsushita Electric could discharge their duties through their day-to-day work. The Basic Management Principle was composed of the Creed, the "Conviction" and the "Matsuchita's Seven Objectives." (Exhibit 2)

Personnel administration and labor-management relations of the company were based on this philosophy. Personnel policy, human resource development policy, and even the preamble of the union-management agreement referred to the principle. Efforts to instill the principle into the whole organization were being made in every occasion from the formal training courses for the newly employed to daily instructions of supervisors of the shop floor. "The Matsushita's Seven Objectives" was recited together at the daily morning gathering. It was said that one of the unwritten rules to reach a managerial post was to act in accordance with the principle.

Mr. Matsushita, speaking of his conviction of human esteem, once

said, "Matsushita Electric is a company which makes people. In addition to it, it produces electrical goods. .... Goods and money are nothing if not wisely used by people. Man is everything. I believe that Matsushita Electric could never grow and develop unless it puts the utmost priority on forstering and fully utilizing people." The tone of the company's personnel policy was set by Mr. Matsushita's ideas on management and people which attached great importance to value of human resources.

Currently under the leadership of Mr. Yamashita, the president, Matsushita Electric was trying to develop itself into a comprehensive electronics manufacturer. He gave instructions to streamline and activate the organization and to interchange people among divisions.

Inheriting the traditional policy of developing and utilizing humand resources, the management was trying to develop employees with the following capabilities which would be indispensible for the future of the company:

- 1) a gloable perspective
- 2) flexibility to respond to ever changing conditions
- 3) willingness to fulfill one's duties.

Labor relations of the company were also established on the following ideas of Mr. Matsushita. "A vehicle with a pair of wheels of different sizes, however big they are, can never move ahead rightly. Only when the size or power of the two wheels is even, the vehicle can advance smoothly and steadily. Neither a strong company with a weak union nor a weak company with a powerful union can grow without serious troubles. What is important is that the balance between the two parties is maintained and that both grow concurrently. Then, the bigger the wheels are, the faster the vehicle can go ahead." He also said, "I'm of the opinion that everything in this world develops through a process of conflicts and harmonies. This also applies to labor-management relations. If the management and the union are in opposition over some points, each party should have its say. But they should have a receptive mind and seek harmony."

#### Personnel Administration

##### Wages by Job Evaluation

In Matsushita Electric, wages of employees (union members) were

paid according to jobs. An employee's wage rate was decided by the rank of his job, regardless of his age or length of service. Therefore, workers doing the same kind of jobs were paid the same wage. This wage system started in 1966.

In this system, all jobs were divided into three categories: A (operative), B (clerical and technical), and C (managerial and supervisory). The jobs in the category A were grouped into 5 ranks according to the total score of the four factors of knowledge, experience, physical demand, and mental demand. The jobs in the categories B and C were grouped into 5 and 3 ranks respectively. Ranking of each job was reviewed annually by the union-management Job Rating Committee. Under the system, only employees who could grade up their abilities could get higher rated jobs with higher wages. Since young workers could make faster progress as they acquired knowledge and experience, they tended to get better wage increases.

Each job had a certain range of wage rates and the wage rate of an individual worker was determined on the basis of performance evaluation and length of service. Therefore, those who had longer years of service or who showed better performance could get better wages than the average wage of the jobs on the same rank. The wage rate for a group of jobs in one rank had also a certain range, thus, the highest rate of one rank could be larger than the lowest wage of the one rank above. So, workers doing jobs of different ranks could have around the same amount of payment.

#### Special Title System

Although the average age of the employees was still young, the company had the problem of "post shortages": a large number of employees who had joined Matsushita Electric during the period of the high economic growth were now "promotable", with their number far surpassing the number of new managerial jobs.

In 1978, the company introduced what was called the "Special Title System" which is shown in Chart 1. Its purpose was two-fold: one was to treat competent people duly and utilize them fully by giving them a special title as a mark of status but without giving them managerial posts; the other was to simplify the organization by eliminating some redundant hierachial levels. In other words, the system aimed to enable the company to have flexible personnel administration and to promote qualified persons without creating extra posts.

The special titles consisted of 7 levels: Riji, Fuku Riji, Sanji, Fuku Sanji, Shuji, Shunin, and Tannin, with Fuku Sanji and above being classified as managerial level. Each year, the Head Quarters gave divisions a certain ratio of the number of holders of each special title, and, using this figure as the guideline, each division would decide the number of persons to be promoted. In many divisions, promotions were made according to performance appraisals and interviews, and in some others, human assessments and examinations were introduced.

In the case of university graduates, the most capable and fortunate had been promoted to Shunin within 8 years after joining the company and to Shuji in 5 years thereafter. Since so many people were hired during the high growth period, however, it tended to take more years for most of them to be promoted.

Chart 1 Special Title System of Matsushita Electric

Special title	Functions		
	Managerial and supervisory	Professional	Expert
Riji	<div style="border: 1px dashed black; padding: 2px; display: inline-block; text-align: center;">Division director</div> <div style="border: 1px dashed black; padding: 2px; display: inline-block; text-align: center;">Department manager</div> <div style="border: 1px dashed black; padding: 2px; display: inline-block; text-align: center;">Section chief</div>	Chief Instructor	Riji
Fuku-riji		Chief Designer	Fuku-riji
Sanji		Chief Technician	Sanji
Fuku-sanji	<div style="border: 1px dashed black; padding: 2px; display: inline-block; text-align: center;">Foreman</div> <div style="border: 1px dashed black; padding: 2px; display: inline-block; text-align: center;">Group leader</div>	Chief Engineer	Fuku-sanji
		Chief Researcher	
		Senior Instructor	
		Senior Designer	
Shuji		Senior Technician	Shuji
		Senior Engineer	
		Senior Researcher	
Shumin		Instructor Designer Technician Engineer Researcher	Shumin
Tannin		Assistant Technician	Tannin
Rank-and-file			

When promoted to Tannin, they were allotted to one of the three categories of functions: (a) managerial and supervisory, (b) professional, and (c) expert. (See Chart 1) Those who were in managerial and supervisory functions were expected to manage their subordinates and to achieve their organizational goals. Those in professional functions were expected to fully demonstrate their expertise and skills which were socially recognized as such. People in expert functions were expected to utilize their knowledge, experience, and know-how which they had built up within and outside the company. In principle, those who were in the latter two categories were supposed to do their jobs without subordinates, but their roles and assignments were clearly defined and all of them were expected to contribute to the corporate goals through performing their given functions.

In Matsushita Electric, promotions to managerial posts were made strictly based on candidates' performance records regardless of their educational records or length of service. Since some 10 years before, therefore, some managers began to have subordinates older than themselves: a situation which was not uncommon today.

A poll made by the union revealed that members had also a strong desire to have some managerial positions. It was also shown that more than 60% of the male respondents over the age of 40 were dissatisfied with slow promotions.

#### Training and Development

One of the main purposes of the orientation training courses for the newly employed was to let them fully understand the spirit of the Matsushita Electric's management philosophy and social responsibility of corporations. It was believed that this type of training was useful to have a better sense of participation and good teamwork in the workplace.

Human resource development programs of Matsushita Electric laid special emphasis on (1) improvement of research and development capability, (2) grade-up of qualified managers for international assignments, and (3) development of successors of managers. The company started retraining engineers in their late 30s to keep them abreast with progress of electronics technologies. Managers without proper knowledge of the latest technologies would not be able to give appropriate instructions to their younger subordinates nor to utilize them fully. It was the Technology Division that developed and carried out the training programs in this field.



As a step to expand its international operations personnel of the company were increasing foreign languages training courses. Those who had reached a certain level were registered into the files stored in the Personnel Division. Preparatory short courses were given to those to be sent abroad and to their families. Numerous courses were worked up to meet various requirements according to combinations of main task, destinations, and length of years of overseas assignments.

A shortcoming of the division system was that each division would desire to have as many competent people and to keep them as long as possible. If nothing done with this, it would be extremely difficult to rear up good managers with an overall corporate perspective. To avoid this drawback and to utilize human resource effectively and also to activate the organization, transfers among divisions and functions were carried out frequently and systematically. In order to let each employee fully develop and demonstrate their potentialities, rotations were made with consideration of self reporting, interviews, and records of previous jobs stored in the personnel information system.

#### Transfers to Group Companies

As of 1981, more than 1,500 employees were working in overseas subsidiaries or in sales companies and related firms in Japan. One of their main tasks was to assist their companies to develop into new business or to level-up their companies's management skills. None of them were transferred from Matsushita Electric owing to their age.

Most of those who were sent to overseas subsidiaries were supposed to work there for 5 years. As the company expanded its international operations, the number of employees working overseas was on the increase. In 1982, to meet the demands of the union, the company changed working conditions of international assignees so that they might work without much solicitude about their future. Major changes included the following points;

- 1) Children of those who have spent time overseas, if they would desire so, will be hired preferentially in a company of the Matsushita Group. (It is hoped that, because of this preferential treatment, expatriates can work without being apprehensive about education of their children.)

2) An overseas assignment will be counted as a "plus" factor of promotion requirements.

3) Roving medical teams will visit their working places.

#### Extension of Retirement Age

Matsushita Electric raised its retirement age from 55 to 57 in 1955, to 58 in 1967, and to 60 in 1972. When the company extended it to 60, the Japanese economy was in a robust growth period and business was expanding rapidly. At that time, the average age of employees was much lower and the number of retirements were also much smaller. Problems resulting from the lifting of retirement age such as increase in labor costs, shortages of managerial posts, and decline of labor productivity were not so acute. But the management was well aware that utilization of human resource and activation of workplace would become serious problems as its workforce would become old.

Lifting retirement age would inevitably bring about an increase in employment costs. But Matsushita Electric had not taken any special measures to holdback the increase: the company was prepared to accept it. The policy of the company in this respect aimed to increase sales and to have a larger pie to be shared with its employees, rather than to cut the expenses by such means as stoppage of annual pay raise of older employees or demotions of them.

The "model" lump-sum retirement allowance paid to a typical retirant at the age of 60 with 35 years' service was ¥14.85 million. When an employee over age 55 left the company voluntarily before reaching 60, he would be treated as a retirant at the retirement age. The same treatment was also applicable to employees aged 55 and over who, availing themselves of measures offered to them by the Plan of Life for Senior Employees, would choose to be hired by an NFC (see below) or to leave the company on their own initiative to be self-employed or reemployed by other firms.

#### Plan of Life for Senior Employees

##### Development of the Plan.

There was an association of retirees of Matsushita Electric which was called the Shoaikai. It was supported by the company and the union. Annual meetings of the association had never been held without

some members speaking about their desire for opportunities to work with their former colleagues at less strained work-pace and, if necessary, at reduced pay rate. A survey of union members over age 50 conducted in 1978 by the union also showed that most of them had desire to work after retirement. (See Exhibit 3) The main findings of the poll were:

1) About eighty per cent of the respondents wanted to work after retirement so as to be a useful member of society or to keep good health as well as to have a regular income.

2) Eighty per cent of those wanting to continue working wanted to be re-employed and the rest wanted to be self-employed.

3) Sixty per cent of the former preferred to work in the companies related to Matsushita Electric and 34% of them showed a strong desire to do so.

4) Their preference was to find some new jobs for which they could make use of their skills and experience. They showed no particular working conditions except that of being able to work with a less rigid work schedule than that they had had.

5) They wanted the company to ensure job security up to age 65 by making jobs suitable for older workers or by helping them find new jobs.

Paying due consideration both to the findings of the survey and to the opinions raised at Shoaikai meetings, a joint labor-management group had had many discussions and drawn up the Plan of Life for Senior Employees, of which adoption both the company and the union approved in 1980.

The basic aims of the Plan were:

1) to ensure older employees near retirement age to lead a fruitful life up to the retirement date,

2) to make important use of valuable experience and know-how of older employees,

3) to encourage willing older workers to hold themselves.

#### Outline of the Plan

To achieve these goals, the plan stipulated the three following principle ideas:

1) Stable economic base of those who retire at age 60 will be secured by the benefit of the government pension plan and that of the company's private pension plan.

2) An employee retiring at age 60 can choose one of the four courses which he would consider best fitted to his plan of life. (See chart 2)

3) Cares will be taken of employees approaching retirement age so that they can work without being much worried about their future and that they will be well prepared for a life after retirement.

The feature of the measures included in the Plan of Life for Senior Employees will be briefly described in the following sections.

#### Private Pension Plan

The pension plan of Matsushita Electric was started in 1966 with retirants' retirement allowances as its fund. The feature of the plan was the guarantee of a life annuity. A retirant could contribute up to 70% of his lump-sum retirement allowance to the pension fund. The fund would be put to work to yield a 10% return. From his account of fund plus its interest earnings, an annuity in monthly installments would be paid to the retiree until he was 75 year old when the fund would be used up. But he would be guaranteed to receive the same amount of money as long as he could live.

A union member retirant with 35 years' service would get a retirement allowance of ¥15.37 million. By contributing 70% of it to the pension plan, he would receive some ¥100,000 a month. Because he would have an annuity of the government pension plan, his income would be comparable to his pre-retirement earnings. If he had paid up his loans for his house and his children had jobs, he and his wife would be able to live a comfortable life.

Because employees of Matsushita Electric were secured of their life after retirement, they were not forced to seek desparately new jobs: rather they would want to have a second job mainly to do something useful or to have a healthy way of life.

#### Senior Partners System

When employees reached the age of 60, there were four courses for them to choose. One was what was called "Pensioner Course." All of those who retired from a managerial position were supposed to take this course. Another course was the "Senior Partners Course," which was designed to provide retirants with part-time jobs up to 65 so that they could work using their knowledge, experience, and skills in the workplaces where they had built up their skills. Those who chose this

course would make an application at the time of retirement at age 60. All the applicants who were in good health and willing to work would be accepted. After a "refreshing" period of 3 to 6 months, they would be given jobs to perform. The company would make a one-year employment contract with them which were renewable four times.

Senior partners could work either on a half-a-day basis or three- or four-day a week basis within the weekly limit of 28 hours. There were three rates of hourly wages in a range of ¥700--900. The rates were determined based on such factors as working conditions of NFCs, hourly wage rates of part-time workers, and the minimum wage of 25-year-old workers of Matsushita Electric. Senior partners were expected to regard their earnings as a supplement to their benefits of the government pension plan.

#### National Family Company (NFC)

NFCs were established to provide old employees with workplaces where they could perform their jobs using their skills and experience which they had built up in many years. Any workers of Matsushita Electric who could meet the following conditions were eligible for application for an NFC: (1) aged 55, (2) with a special title of Shuji and below (union members), (3) could meet the NFC's requirements, and (4) healthy and willing enough to adapt themselves to new kind of jobs. Because NFCs in principle would not recruit those who were over 56, an employee wanting to work with an NFC had to retire from Matsushita Electric at the age of 55 and start to work in the NFC within the year (but in terms of retirement allowance he would be treated as a retirant at 60). Once hired by an NFC, he would be able to work until he was 65. The same working conditions as he had in Matsushita Electric would be applied to him up to the age of 60 and NFC's own conditions would be applied thereafter.

There were three NFCs: Matsushita Engineering Service Co., Matsushita Comprehensive Insurance Service Co., and Matsushita Mutual Aid Association.

As the number of older workers was increasing, the union kept asking the company to set up an NFC in each area where Matsushita Electric had factories.

#### Vacations for Acquiring Skills and Qualifications

The vacations were for those who would leave the company prior to

the retirement age with a specific new job in mind. Employees aged 55 and older with over 20 years' service could apply for this six-month vacation to prepare themselves for a new job. During the period they would be fully paid. When the vacation was over, they had to leave Matsushita Electric within one month. Though they quit the company before the retirement age, they would be given the same sort of privileges as those who retired at the age of 60. Originally, the union had asked for one-year vacation but the management declined the demand.

#### Consultation Centers for Senior Employees

Consultation centers for older workers were established in November 1980 for (1) consultation for various problems which would arise before and after retirement, (2) helping re-employment, (3) developing and executing preparation programs for retirants, and (4) planning, coordination and promotion of other measures for the middle-aged and old workers. The staff of the centers included two specialist consultants in the Osaka Main Office and one in the Tokyo Office.

Consultations covered a variety of topics such as plans for retirement, detailed information on retirement allowance and the private pension plan, explanation of taxes and social security, etc. Those who wanted to have a job in an NFC or to be self-employed could have needed information and advice or encouragement.

To facilitate finding new jobs, the center would gather pertinent information from inside and outside of the company and pick up individuals suitable to particular jobs from the files of old workers and retirees.

The feature of the centers' activities were the two types of programs, one for preparations for retirement, and the other for making plans after retirement. The preparation programs for retirement, which was called the "Seminar for Plans for Senior Workers," was a one-day meeting for employees over 55 years old. Participants would be given advice on various problems they would face before and after retirement and would be encouraged to lay plan for stable retirement both economically and physically. The meeting was held every first Saturday of the month and participation of the spouses was also welcome. Table 1 shows the content of the seminar.

Table 1 Seminar on Plans of Senior Workers

9:00-- 9:40	Preparations for the Age of 80-year-life	General information of after-retirement life, economy, health, and others, and introduction to Plan of Life for Senior Employees
9:40--11:00	Health after 55	Advice on how to be in good health, effective ways to maintain physical strength, an exhibition and practice of physical exercise.
11:00--12:10	Economics of Retirement I	Explanation of retirement allowance and other provisions for retirants with a quiz game on these matters.
12:10--13:00	Lunch time	
13:00--14:15	Economics of Retirement II	Explanation of the company's pension plan, social security and taxes, and some advice on assets management
14:30--16:30	For Fruitful Life after Retirement	Questions and answers, exchange of views on meaningful way of life after retirement

Current State of the Plan

Chart 2 shows the composition and the current state of the Plan of Life for Senior Employees which was incepted in 1980.

Senior Partners

The Senior Partners System was adopted in January 1982 for members of the union who were below the rank of Shuji. As of March 1984,

there were 13 senior partners. All the applicants for senior partners had been accepted but there had been less applicants than the company had expected. The reason of this was attributed to the following facts: (1) there were not so many retirants to be senior partners, (2) applications were to be made at the time of retirement, (3) some applicants changed their mind during the "refreshing" period, and (4) because the system was still new, some retirants hesitated to make application and wanted to see how other retirants would do. But according to the company, the biggest reason was the fact that most retirants had not made any specific plans for life after retirement.



Chart 2 Current State of the Plan of Life for Senior Employees

Current state		Number of employees or participants (as of March 1, 1984)
Contents	Date of inception	
	Senior Partners System Jan. 1, '82 Medical Examination Before Retirement Apr. 1, '81 Matsushita Engineering Service Co. Matsushita Comprehensive Insurance Co. Matsushita Electric Mutual Aid Association Apr. 1, '81 May 21, '81 Dec. 21, '81 Vacations for Acquiring Skills and Qualifications Nov. 21, '80 Seminar for Plans for Senior Workers (for 55 and over) Jun. 20, '81 Introduction to a Life Plan (for 48 ~ 52) Oct. 1, '83 Consultation Center for Senior Employees (Consultations on making choice of a course and related matters) Nov. 21, '80	13 359 28 7 5 1 718 *(797) 115

Note: \* including spouses of participants

NFCs

Currently about 40 persons were working in three NFCs. As mentioned above, those who would want to work with an NFC had to make application at the age of 55 because NFCs would not accept people over 56. But it would be hard for workers aged 55 to make up their mind to move to an NFC unless they had laid plans for their future or had been well prepared to adapt themselves to new jobs of NFCs. Moreover, if they would choose to stay in Matsushita Electric, they could keep both their special title and wage rate at 55 until the retirement at 60. So they had little incentive to move to an NFC at the age of 55.

Vacations for Acquiring Skills and Qualifications

So far, only one employees took this vacation who tried to get qualification to be a notary public. In view of the inevitable aging of the workforce, the company was confident that more and more workers would want to be self-employed and to make use of this system in future.

Programs for Middle-aged and Old Employees

Since its inception in April 1981, 714 employees took the Seminar for Plans for Senior Workers. Participation of employees' spouses was on the increase. At the beginning most of the participants were employees aged 58 and 59, but recently participants of 56 and 57 were increasing. Currently, some 80% of the annual retirants took part in the seminar.

Most participants found the meeting very valuable and recommended their colleagues to join the seminar. Most of them appreciated the program because detailed information on the company pension plan made them feel more confident of their economic life after retirement.

Another program of this kind, which was called "Introduction to a Life Plan," started in October 1983. This program was mainly for employees in their late 40s and early 50s and its aims were to enrich their jobs as well as to make them well prepared for retirement. Participants would be requested to make an inventory list of their skills, expertise, experience, etc., and to choose some items in the list which should be reinforced and could be best used in their jobs in the coming years. The first meeting was held experimentally inviting those who were on the Shunin level. The company thought that the program had much room for improvement.

## Jobs of Old Workers and Their Views

### Utilization of Old Workers

In the following sections, taking the cases of employees aged 50 and over who were working in Matsushita Engineering Service Co. (MES, one of the three NFC) and those who were working as senior partners, we will see what kind of jobs they were doing and how they were feeling about their jobs. Through these sections, we will be able to see the three characteristics of Matsushita Electric's way of making use of elder persons.

- 1) The company had generous job security programs and at the same time made efforts to make exact assessments of performance of middle-aged and old workers and to give them jobs commensurate with their ability. It also tried to make best use of them by allowing them to keep their special title and wage rate until retirement.

- 2) In spite of the fact that the company had not made any special efforts to create jobs for middle-aged and old workers, there was an ample room for providing opportunities for them. Thanks to the characteristics of a manufacturer of consumer electronics products, rationalization of assembly lines could generate a lot of production related, less-demanding jobs which were suitable for senior workers. Thus, line positions were manned by young workers and men in the prime of life while supporting jobs were taken care of by old workers.

- 3) There was no workplace exclusively reserved for older workers. Employees in different age groups were working together in the same workplace.

### Technological Changes and Old Workers

Some of the workers we interviewed had performed the same functions in the same divisions for more than 30 years. But the contents of their jobs had quite changed over the years and they had worked in various shops within the division.

Responding to product life-cycle, each production division had to develop new lines of products one after another. The diversification required new technologies and knowledge, and that needed frequent reorganizations of production and sales systems. Therefore, flexible rotations of personnel within the division were indispensable.

Technological changes, too, necessitated transfers of people. A typical case was seen in production of vacuum tubes. Vacuum tubes had

been replaced by transistors which in its turn were replaced by integrated-circuits. Workers engaged in producing vacuum tubes had gradually been transferred to other divisions and when the company decided to close down vacuum tube factory, the division had only a small number of workers. On the other hand, establishment of new divisions and expansions of existing ones needed people in other divisions who had necessary technology and skills.

Innovations of production lines also required rotations of workers. New work-groups thus formed were guided by new foremen and group leaders in their late 30s and early 40s. Older ones were transferred to supporting jobs but they could keep their special titles and rate of wages.

One reason why older foremen were replaced by younger ones was that the requirements of a foreman had gradually changed over the years. Originally, the main tasks of a foreman was to manage his subordinates, keep their morale high and maintain discipline in the workplace. As assembly lines were rationalized and mechanized, knowledge of production technology, new machines and equipment was required of him. Then, in addition to knowledge of mechanics, some understanding of electronical engineering became indispensable. Of late, in order to meet new production systems made possible by micro-electronics, it was essential for him to have a good understanding of factory automation and computer system and to be able to write programs.

At each stage of this changing process, the company tried to put the right men in the right places and this reduced the number of old workers working along assembly lines because it became increasingly difficult for them to be on the night-shift and to perform complicated jobs rightly due to lack of new knowledge and skills. It was only natural for the middle-aged and old, therefore, to have lower evaluation and to be replaced by younger foremen and group leaders.

In Matsushita Electric, no one would be demoted solely because of the age. But when a foreman proved not to be able to perform his job properly, he would be transferred even if he was still in his forties. On the other hand, there had been some foremen who had kept fulfilling their duties until retirement and who were still cited as model workers with reliable workmanship to be followed by young workers.

When old foremen or group leaders could not meet their

responsibilities any longer, they would be either assigned to do some supportive jobs in their workplace or transferred to other departments like general affairs section. Production supporting services included inspection, production control, sub-contracting, safety and security, training, shipping, and so forth. In general affairs section, they would handle matters related to housing loans, fire prevention, cafeteria, repairing, and so on.

#### Views of Middle-aged and Old Workers

Views of a 49 years old worker: He was a Shunin with 32 years service with Matsushita Electric. He started his job without any skills to speak of and worked his way up to the rank of Shunin. He had experienced almost all kinds of jobs along production lines in his shop floor. When a young worker replaced him as a foreman in charge of finishing process, he was transferred to the present job of shipping of products.

He said of his job, "My responsibility is to send out our goods to the clients. I must be very careful not to make any mistakes. Yes, I'm busy making phone calls to make arrangements with sales companies and carriers. What I'm doing now is quite different from what I used to do, but it keys me up to think that my job is at the end of production process. If I'd make any mistake, it would ruin all the efforts they had made. As I was along the lines for many years, I'm familiar with what kinds of goods are produced, what characteristics they have, how they are produced and inspected, and so on. This kind of knowledge is very useful for my present job." He would feel doing an important job when people working on the lines told him that they could rely on him.

He had no ill feeling about this change of job. Sometimes, however, he got sceptical of the way younger ones doing their work but he refrained from having his say. It was difficult for him to find a good chance to give his opinion. Of the company, he said, "What I'm now, I owe it to Matsushita Electric. I can't imagine what my life would be without the company."

Views of a worker aged 58: His job in the general affairs section was mailing and making arrangements of vehicles. He was transferred to this section 8 years before when the company closed down the vacuum tube factory where he had been for 25 years. "When I was in the factory," said he, "I was foreman and I made and checked daily work

schedules of 80 female workers. I was sad for a while when I came to this section and was told to do my job all by myself, without any assistants. But I made up my mind to do my best. There's no use of lamenting because no vacuum tubes are produced now."

#### Matsushita Engineering Service Co. (MES)

Workers who chose to take the NFC course of the Plan for Life for Senior Workers would leave Matsushita Electric at the age of 55 to be re-employed by companies established to accept them. They could continue to work there until they were 65 year old. Matsushita Engineering Service Co. was established in 1981 as the first of this kind.

#### Outline of MES

MES was established to give old workers a workplace where they could work with satisfaction by fully utilizing their experience and skills. It was set up as a part of the Precision Machinery Department of the Production Engineering Division. The main business of MES were (1) installment, periodical check-up, repairing and remodelling of machinery and equipment produced by the Division, and supply of their parts and (2) organizing technical training courses for users of their products. Most of these were closely related with operations of the Precision Machinery Department.

The management of MES consisted of one full-time director and several other directors belonging to the Production Engineering Division. The production manager was responsible for work schedules of some 30 skilled workers of MES. They were not separated from young workers. Instead, they were grouped into teams of three or four and sent to various parts of the factory to do supportive jobs of young production workers.

The Precision Machinery Department had built up excellent technological know-how because its function was production and maintenance of machinery and equipment to be used in various factories of Matsushita Electric. Recently, the department started to sell its products to companies outside of the Matsushita group and its Panacerts and Panarobos (automatic wire-printing machines and assembly machines), among others, were well received by customers.

## MES and Old Workers

Originally, MES had intended to recruit skilled workers with qualifications of Class 1, but it could not have so many workers as it had expected. So, it relaxed its requirements to get anyone with engineering skills or with experience of logistics. Still there were less applicants than expected.

Reasons for this were considered to be (1) workers with good skills were confident that they could find a new job whenever necessary, (2) they were reluctant to leave Matsushita at age 55 because they were secured of their job until 60, (3) workers with a special title of Shunin or Shuji of Matsushita hated to lose it when moved to MES.

Various efforts were being made to attract more competent old workers to MES. Taking every occasion, the company was trying to make it known throughout Matsushita Electric that it is a good place to work until age 65 with a sense of accomplishment by fully utilizing one's skills. The recruiting staff of MES, provided with a list of skilled workers aged 54 in various production departments of Matsushita Electric, visited them individually and persuaded them to join the company. It also had decided to raise wages of its employees annually to make up for what they would have earned if they had remained in Matsushita Electric until retirement age.

One of the jobs of MES workers was installment of machines and equipment. They would visit users' plants to set up machines, put them to test, and when everything went well, hand them over. This demanded frequent business trips and sometimes overtime work at night. But a great deal of careful thinking was given to the safety and security of old workers. Young workers of the Precision Machinery Department who formed a team with old workers were instructed to take care of dangerous and demanding parts of their work.

Repairing machines was another job of MES workers. Referring to the blue-prints, they would find out what were wrong and why, restore them to good condition. After this, they would sum up the costs, make out and send out bills. MES was also engaged in remodelling machines according to users' specifications. In repairing and remodelling it was very important that their work be carefully and exactly done. In this type of work demanding patience and carefullness, old workers with a lot of experience could make valuable contributions.

MES workers worked also as instructors of technical training courses for operators of user companies. Using manuals, they would

explain structure and specific functions of machines and equipment, and show how to operate them. They were expected to contrive effective ways of instruction.

Workers of MES were also assigned to some other jobs like shipment. In each case, management of MES took great care of its employees so that they could make use of their skills and experience and could work with a sense of performing useful and important jobs. They were encouraged to be confident of their abilities as senior workers and to be model workers of the young. As a result, according to the company, many of them felt much younger in MES.

In MES scrupulous care was employed in ensuring old workers appropriate working conditions. For example, as mentioned above, young workers working with the old were thoroughly instructed to relieve old workers of dangerous work.

In addition to safety of old workers, a prime consideration with MES was to keep its workers well-fitted both physically and mentally. Since the establishment, the employees of MES had a study meeting every Wednesday evening after work to discuss among themselves about such topics as special features of newly introduced machines, quality control, effective ways to keep themselves healthy, and so on. Every second Saturday of the month, they got together to go for a hiking of 10 - 15 kilometers. They thought that these activities were stimulating and helpful to have sound body and spirit. Both the management and the union of Matsushita Electric supported MES's recreational and welfare activities like athletic meeting, "year-end party", medical consultation, short courses on ideal diet, etc.

#### Senior Partners System

##### Jobs of Senior Partners

Work schedules of senior partners were made to allow them to utilize their skills and experience. Some of them were given jobs quite different from what they had in Matsushita Electric, but their assignments were given with careful consideration of their career records and personnel inventory.

There were currently 13 senior partners. Their jobs were various. Some were engaged in jobs such as inspection of quality and



appearance, carrying in raw materials or semi-finished goods, and testing of experimental articles. Others were engaged in administrative jobs like taking care of dormitory for unmarried workers and the training center. Still others were doing jobs requiring special qualifications and skills like operation and maintenance of boilers and air compressors, polishing of bites, and so on. A few other were working as an editor of the history of the division or as a writer of official documents including certificates of merits.

Jobs of senior partners were determined with careful consultations between the personnel staff and production managers and group leaders of shop floor. In some divisions, personnel staff members met individually with workers with two or three years before retirement age to talk about their future and to solicit them to continue working as senior partners. According to a staff member, "Most of them are hard-working, reliable persons who had supported the development of Matsushita Electric. We want them to be model workers of the young. We're willing to accept more senior partners and we're considering to split a job which is currently done by a single old workers into several parts to be done by two or three senior partners. Their number is gradually increasing in our department and most of them are doing jobs closely related to production lines."

#### Views of Senior Workers

In the case of one senior partner working in the electric bulbs department, he worked 20 hours a week, from 8:00 a.m. to 12:00 noon every day. His duty was to check finished bulbs. Inspection of standard bulb was made automatically but that of special bulbs involved a lot of manual works for which his skills were useful. "When I'm at work, I've to keep standing and moving both hands," said he, "but as I've come to accustomed to this type of job, I don't find this job too hard. Yes, I think I'm doing an important work."

He chose to work as a senior partner because a life without a regular work would be lonesome and tiresome. "But I've never thought to seek a job in other companies than Matsushita Electric. It was natural for me to work here as a senior partner. .... Well, when I started to work under my former young colleagues, I was puzzled and sometimes I was sorry. Then I told myself I was just a new employee. Now, I get along with them fairly well."

Because he had to spend a large part of his retirement allowance, his annuity from the company pension plan was rather small. But he and his wife led a comfortable life with his earnings plus the benefit of the government pension plan. All of his four children had their own family and one of his pleasures was to have a good time with his nine grandchildren.

Another senior partner, who had retired as Shunin of the General Affairs Department of the Records Division, worked in the Matsushita Mutual Aid Association from 13:00 to 17:30 every day. "The place of work changed but my job here is clerical work of handling and managing housing loans, a kind of job I used to do in Matsushita Electric. Yes, I like it and want to work here as long as I can."

Lost his wife two years before, he lived alone. But one of his daughters lived in his neighborhood. Usually, he would spend his morning cleaning room and washing, taking care of his grandchildren. After the work of the Association was over, he would go to his favorite snack-bar and with its clientele enjoy singing popular songs to backing music of "karaoke" sets.

#### Plans after Retirement

As mentioned before, there were fewer applicants for NFCs and senior partners than the company's expectation. According to the Consultation Center for Old Employees, it was because most of old employees did not have any plans for their retirement. Instilled with the ideas of Mr. Konosuke Matsushita, they had devoted all their life to the growth of Matsushita Electric and it was only natural for them to become a "company man." To reward them properly, the company introduced the private pension plan and other carefully thought out, generous measures to relieve them of their prime concern, that is, anxiety about economic life after retirement. Thus secured of economic life after retirement, they could apply themselves to their work. But they tended to neglect the necessity for making plans for future and be more concerned with how to keep their health or how to lead meaningful life after leaving the company.

#### Old Workers and their Plans for Future

A foreman aged 58 said, "If I can find a workplace where I can make use of my skills, I'll be happy to continue to work. Work will prevent me from becoming a feeble old man. Perhaps I'll apply for

a senior partner or I'll work with a company run by one of my relatives. But I've not made up my mind yet.

Another worker of age 49 who had still many years to go before retirement said, "I've young body and spirit, anyhow, I believe so. I hope to have a good opportunity to work till 65. I like to keep moving around and I'm sure it will keep me young."

Most old workers in the shop floor had a strong desire to have a job of any kind. To be sure, they preferred jobs to which they could apply their skills. In contrast to this, white-collar employees showed a tendency to be neither enthusiastic about continuing to work nor optimistic about finding jobs suitable for them after retirement. They had not any specific plans for future and were rather particular about their new jobs: in stead of seeking for jobs, they seemed to be waiting for some good opportunity to come.

An office worker, section chief of 57 years old, said, "Sometimes I want to work after I retire, and sometimes I want to have a relaxed life. There won't be many places where my experience or knowledge will be of much use. I've told my wife I won't work when I retire. No, I'm not worried with my future economically."

A machinery designer of 49 said, "I don't think there will be many jobs fitting to my skills after retirement." He was not fully satisfied with his present job and with his own achievements in Matsushita Electric. He had pursued his hobby of recitation of Chinese poems, of which he was now an expert. Sometimes, he thought he might be able to earn a living as a profesional of that art.

Most old workers were hired by Matsushita Electric in difficult times after the war. It was after it had made a technology tie-up with Philips' in 1952 that Matsushita Electric started to make a rapid development and then kept growing during the "boom" of electric appliances in late 1950s and early 1960s, an age of Japanese consumers' "three sacred treasures" of refrigerators, TV sets, and washing machines. By 1965, Matsushita Electric surpassed Hitach Ltd. to become Japan's number one electric manufacturer. Its elder workers had spent the best of their life with the company and greatly contributed to its growth.

#### Life of Senior Partners

It was almost inevitable that their life at work place took precedence over their life at home. Nevertheless, or because of this,

peaceful and stable family life was important: if they had difficult problems at home, they would be torn between interests of his family and those of the company. Both the management and the union paid special attention to ensure that the employees would have sound family life. The basic idea of Matsushita Electric in this point was that employees came to be employed by the company led by invisible bondage and that it was the duty of the company to enable them to work without much anxiety about their personal life.

It seemed that there were relatively few who had hobbies they could speak of. Because Matsushita Electric had about 70,000 employees, some of them had accomplished skills in their hobbies. Among the senior workers we interviewed, for example, the section chief happily told of his 30 years as a radio ham and the machinery designer proudly told that he was a qualified assistant master of the art of recitation of Chinese poems.

Most of old workers, however, seemed not to have any hobbies worth mentioning. Their typical remarks were: "I've devoted my life to work. I haven't had time to have a good hobby. Well, from now on, I'll be able to have time to do so," or "No, I haven't any particular hobby. When I'm with my grandchildren, I'm most happy."

#### Life and Views of Retirees

The Shoaikai: an association of the retired

On the initiative of the union the Shoaikai was established in 1972 as an association of retirees of Matsushita Electric. In 1976, the company started to support its activities and its membership came to include former managers in addition to former union members. It had its own executive secretaries elected among local representatives and they took care of its management and activities.

The association had some 1,500 members, its own house organ and club house. It supported activities of local groups, organized annual events, helped its members find jobs, gave them consultations. A local group was composed of about 50 members and had one secretary. Each local group kept close communications among the members and its various activities included visiting and encouraging those who were ill in bed, consoling families of deceased members. The association had some 20 hobby clubs: gardening, mah-johng, go game, recitation of Chinese poems, noh recitation, haiku, photography, etc. Their meetings

were held in the club house and instructors were also members of the association.

We had a meeting with 6 members of the Shoaikai to have their views on their life after retirement. All of them retired from managerial and supervisory posts of a certain level, one in 1977, and the other five after 1982.

#### Work after Retirement

Most of those who retired from managerial posts had shared their joys and sorrows with Matsushita Electric through its hard days after the war to its today's prosperity. For instance, in the 1949-1950 period, its business was so bad that it could not pay taxes and even the desks in the office in addition to machines and equipment were seized. At that time it was not uncommon that monthly wage payments got behind, were paid in installments or in goods. They endured these hardships and gave all of their energy to their work.

While they had been working in Matsushita Electric, they had scarcely had time to think about what their life would be after retirement. Because they had applied themselves to work for so many years, once they retired, they wanted more than anything else to spend their time day after day without thinking of anything related to their former jobs.

For the first time in decades they would lead an indolent life making trips and doing things of which they had dreamed at work. But when they had enjoyed themselves to their satisfaction, this period of "Thank God It's Sunday Everyday" would pass into the "Good Grief It's Sunday Everyday" period: they would begin to feel ill at ease and were at a loss what to do with their time. Since they had not been able to reconcile duty and pleasure, most of them had not developed any favorite hobby. As a matter of fact some of the interviewees confessed that they had thought it waste of time and sinful to pursue a hobby.

After a while they began to want to have a job. Of the persons we interviewed, one worked two days a week with Matsushita Comprehensive Insurance Service Co. and other four were thinking to have a job. Some of them had actually been offered jobs but declined them. According to one of them, "Several firms asked me to work for them but I could not make up my mind to accept the offer. I'm proud of my carrer in Matsushita Electric but I'm not sure if I can do as well in

another company." Another one said, "I'm thinking to have a job, but I'm not pressed to do so."

Sooner or later they would have a new job. But being proud of having been with Matsushita Electric and being secured of their economic life, they were rather fastidious about their new jobs.

For them Matsushita Electric was Matsushita Electric and not one of ordinary companies: "to have been with Matsushita" seemed to have a special meaning for them. One interviewee declared that they were all votaries of the Matsushita-ism and that they were fortunate to be able to work with great zeal under Mr. Matsushita's missionay idea." Another one agreed and said that he was very proud of having been with Matsushita and he was convinced that all the members of the Shoaikai shared that feeling.

In Matsushita Electric Mr. Matsushita and other top management people of the company including the Chairman and the President never failed to attend a farewell party for retiring employees to thank them for their service. Recalling the occasion, one of the interviewees said, "When I went to Mr. Matsushita to thank for the party, he asked me what I would do after retirement and told me to take care of my health and hoped me a good luck. I was impressed to know that he knew my name and showed such sympathetic consideration to individual employees." Another one, leaving the party, shook hands with Mr. Matsushita and he would still fondly remember how his hand was warm. Surely, retirees of Matsushita Electric were proud of and had emotional attachment of the company.

#### Life after Retirement

One of the major problems of retired people was how to adapt themselves to a life with a new pattern and pace. Freed from a life mostly regulated by work rules and duties of the work place, they had to live a life with a new pace and rhythm of their own and learn how to use their ample time purposefully. It was said that they would grow rapidly unless they took to something and set a new pattern of life.

One of the interviewees who retired recently said, "I don't have any particular hobby. I play go-game sometimes but I'm not so good at it. I tried to learn many things one after another without success because I didn't pursue them earnestly. Now I think I should have applied myself to one of them." Another one said, "As I've come

through many hard situations, I'm confident that I can manage well my life after retirement. As for hobbies, now that I've ample time at my disposal, I'll start to take up some hobby. But from time to time, I wonder how long I'll be able to live and how well I can make progress."

Two of them seemed to have well adjusted their life style to circumstances after retirement, and told of their life cheerfully.

One of them, 66, was dressed stylishly and looked much younger for his age. Because his job at Matsushita Electric was related to construction business, he made preparations for, and passed, a qualifying examination of a government agency. Thus qualified, he visited once a week an institute of a university to give them a hand with their research. He was also the representative of his local group of the Shoaikai. "If you keep staying home, you'll get weak physically without noticing it. You should lead a life with daily objectives and with a rhythm of your own. For instance, I've stopped having newspapers delivered at home and I go to the nearby station to buy them everyday. I make it a rule to set me one or two daily tasks. And also I see to it that there is no blank day on my calendar."

The other one, aged 61, retired in August 1982, was a vivacious man who would not hesitate to attempt anything to make his life active. He said that he was as busy as he had been before retirement. "At the beginning of the year I make monthly objectives to achieve," said he, "that keeps me busy and active." He had made journeys to several well-known sacred places, enrolled in a cooking class run mainly for young women, grown some vegetables on a piece of leased farmland, taken various courses in a "culture center." Now, he worked two days a week for Matsushita Comprehensive Insurance Service Co. and was preparing to obtain requirements for a nonlife insurance agent. During the interview, he asked other participants to sit for the examination with him.

There seemed not to be many retired people who, like these two elderly persons, succeeded in establishing a new pattern of life with their own rhythm. By and large, employees of Matsushita Electric were hard-working, sober-minded people and it would be difficult for them to adjust their life to changed circumstances. Reemployment service of Consulting Center of the Plans for Life of Senior Employees or hobby clubs of the Shoaikai would facilitate this adjustment. A representative of the Shoaikai said, "Those who come to meetings of

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hobby clubs are alright. We're concerend with those who shut themselves up at home."

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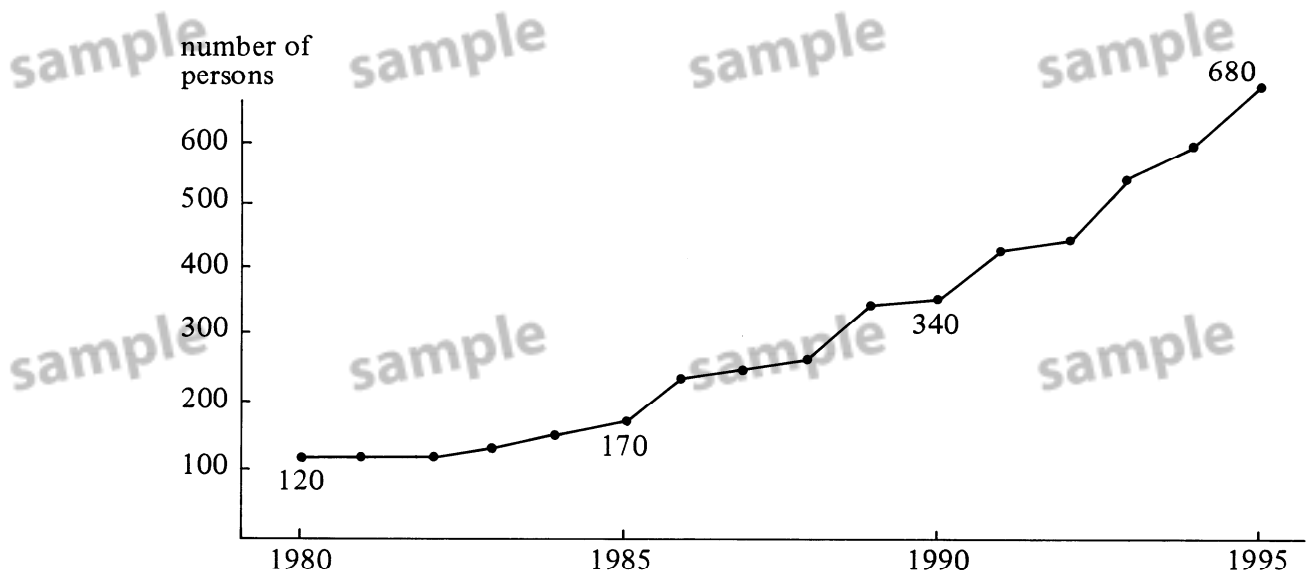
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Exhibit 1 Number of Annual Retirants of Matsushita Electric  
(Projection)



## Exhibit 2 Basic Management Principle of Matsushita Electric

### The Company Creed

Through our industrial activities, we strive to foster progress, to promote the general welfare of society and to devote ourselves to furthering the development of world culture.

### Conviction

Progress and development of any organization or community can never be made without amical cooperation of its membership. We should make it our principle to devote ourselves faithfully and concertedly to the goals of the company.

### Matsushita's Seven Objectives

- . National service through industry
- . Fairness
- . Harmony and cooperation
- . Struggle for betterment
- . Courtesy and humility
- . Adjustment and assimilation
- . Gratitude

**Exhibit 3 Summary of Findings of a Survey on the Plan of life  
for Senior Employees and Actions to be taken**

Items	Summary of Findings	Actions to be taken
General	<ol style="list-style-type: none"> <li>1. Only twenty per cent of the surveyed had a specific plan for their life after retirement. The rest had no specific plans.</li> <li>2. Three-fourths of the respondents were satisfied with the company's various measures taken for welfare of middle-aged and old employees. Those who were not satisfied with the Plan were ignorant of what it was. (Although they knew the company had the Plan and showed a keen interest in it, they were not informed of its details.)</li> <li>3. More than half of the respondents had a stable life economically. But as for a life after retirement, the number of those worrying about it surpassed the number of those feeling secured of it.</li> </ol>	<ol style="list-style-type: none"> <li>1. Taking every possible occasion, the company should make efforts to give every employees detailed information of the Plan and other measures taken for middle-aged and old employees.</li> <li>2. As for the Plan of Life for Senior Employees, the following actions should be taken as soon as possible.               <ol style="list-style-type: none"> <li>1) NFCs ..... to establish as many NFCs as possible in the extent that their jobs are suitable to skills and experience which have been built up in the company.</li> <li>2) Flex-day and Half-a-day Work Schedule ..... to introduce the system as soon as possible.</li> </ol> </li> </ol>
Specific Measures	<ol style="list-style-type: none"> <li>1. Re-employment</li> </ol>	<ol style="list-style-type: none"> <li>1. Eighty per cent of the surveyed wanted to be re-employed after retirement.</li> <li>2. Reasons ... Fifty per cent of them wanted to continue to work to have satisfaction of achieving something meaningful.</li> <li>3. Sixty per cent of union members wanted to be re-employed by Matsushita Electric.</li> <li>4. Kinds of jobs ... Sixty per cent of them wanted to have jobs to which they could utilize their skills and experience.</li> </ol>
	<ol style="list-style-type: none"> <li>2. Consultation Centers for Senior Workers</li> <li>3. Plan of Life Programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Two-thirds of the surveyed wanted to make use of the centers.</li> <li>2. Those who had visited a center were satisfied with its activities or information given to them.</li> <li>1. About 50% of the respondents would take course provided by the programs.</li> <li>2. Ninety per cent of them wanted a course designed to meet needs of employees aged 55 and over.</li> </ol>
		<ol style="list-style-type: none"> <li>4) Consultation Centers for Old Workers ..... to make services of the centers available throughout the company.</li> <li>5) Plan of life Program ..... to develop and carry out a course for employees over 55.</li> </ol>

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