

# JAPAN IN A CROSS-CULTURAL CONTEXT

-- Warming up for the training

OVERSEAS TECHNICAL COOPERATION AGENCY



國際協力事業團	
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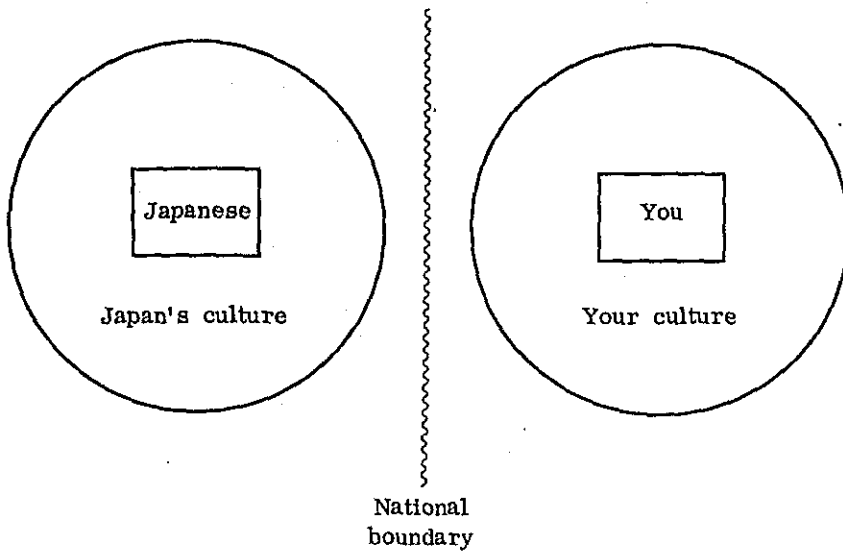
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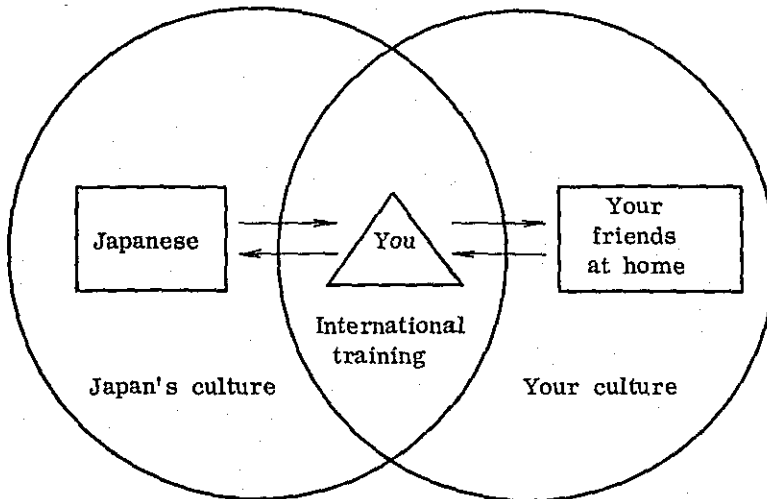
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Where have you been?



Where are you now?



Japanese image (1)

-- What are the Japanese like? What do you think of them?

The Japanese are, to the highest degree, both aggressive and unaggressive, both militaristic and aesthetic, both insolent and polite, rigid and adaptable, submissive and resentful of being pushed around, loyal and treacherous, brave and timid, conservative and hospitable to new ways. They are terribly concerned about what other people will think of their behavior, and they are also overcome by guilt when other people know nothing of their misstep. Their soldiers are disciplined to the hilt but are also insubordinate.

-- Do you agree?

Japanese image (2)

-- How about this one?

They are at once logical and romantic; they are intellectually curious and conservative; they are idealistic and sceptical; they are patient and explosive; they are egalitarian and respectful of hierarchy; they are vivacious and industrious; they are vain and practical; they are brilliant and sober; and with all their love of play-acting and verbalism and the panache, they are, as we have seen since 1914, tenacious, serious, capable of imposing upon themselves an iron discipline.

-- Who are they?

Japanese image (3)

-- Do you want to compare the Japanese personality with, say, English men's?

JAPANESE ARE

More ambitious  
More initiative  
More introverted  
More sentimental  
More childishly naive  
More slavishly diligent  
More submissive to superiors  
More dishonest and indirect in speech  
More sensitive to, and less willing to offend, the feelings of others  
More willing to forego the pleasures of self-assertion in the interests of social harmony  
More shy about imposing their views and feelings on strangers

BUT THEY ARE ALSO

Less willing to stand up for individual rights  
Less men of principle  
Less selfish  
Less afraid of hard work  
Less busybody, with a more tolerant willingness to live and let live  
Less self-confident and more neurotically preoccupied with retaining the good opinion of others

Japanese image (4)

-- Or, do you want to know how the Japanese themselves described themselves?

- |  |   |
|--|---|
| a) Egoistic  | p) Less interested in the letter of a contract or written agreement than its emotional connotation and context          |
| b) Emotional   | q) Very anxious to avoid uncertainly and stark confrontations in almost all situations (social, business, governmental) |
| c) Introspective   | r) Having tendency to dislike and look down on Koreans  |
| d) Illogical   | s) Having a realistic willingness to learn from them  |
| e) Stoical   |   |
| f) Diligent  |   |
| g) Persevering   |   |
| h) Disciplined   |   |
| i) Conformist  |   |
| j) Respectful  |   |
| k) Loyal   |   |
| l) Honest  |   |
| m) Polite  |   |
| n) Sensitive   |   |
| o) Having to fulfill the requirements of various kinds of duty (as explained later, these are Giri, Ninjo, etc.) |   |

Japanese image (5)

-- Reporters have their own say.

Both incidents point to a relatively new phenomenon in law-abiding Japan that has police seriously worried: the rapid growth and increasing boldness of Mafia-like crime syndicates. Japan boasts the lowest crime rate of any industrial nation (Tokyo's homicide rate is about one-tenth that of New York's, for instance, and robbery is almost nonexistent). But police estimate that the country now has 124,000 yakuza (good-for-nothings, as mobsters are commonly called), divided into some 2,900 gangs. A crackdown on these boryokudan (violence organizations) has become the top priority of Japan's 200,000-man national police force.

How do you characterize the Japanese culture?

- a) Politically (in both public and private organization) pluralist
- b) Authoritarian
- c) Communal
- d) Nationally egoistic and assimilative
- e) Hierarchical
- f) Pre-World War II a romantic attitude toward war. Now?
- g) Aesthetic attitudes and values pervasive and important (particularly in upper classes)
- h) Competent perfective technology
- i) Assertive attitude toward environment
- j) Approving attitude toward private property
- k) Purposive attitude toward history (a working out of the national destiny)
- l) Ideal types are faithful Samurai warrior (and/or faithful servitor); responsible paternalistic Confucian master; and conforming, dutiful Japanese citizen

Where is Japan? (1)

-- What factors do you take into your consideration?

- a) The end of the postwar world order?
- b) Multi-polarization?
- c) Multi-nationalization?
- d) The U.S. economy declining?
- e) What about E.C. and Japan?
- f) "North-South" problems?
- g) What about the socialist bloc?



Where is Japan? (2)

-- (a) Among the 25 most populated countries:

1. Shanghai	10,620,000
2. Tokyo	8,840,942
3. New York	7,895,563
4. Peking	7,570,000
5. London	7,379,014
6. Moscow	7,050,000
7. Bombay	5,968,546
8. Seoul	5,536,377
9. Sao Paulo	5,186,752
10. Cairo	4,961,000
11. Jakarta, Indonesia	4,576,009
12. Tientsin, China	4,280,000
13. Rio de Janeiro	4,252,009
14. Leningrad	3,563,000
15. Karachi, Pakistan	3,442,000
16. Chicago	3,369,359
17. Delhi	3,279,955
18. Madrid	3,146,071
19. Calcutta	3,141,180
20. Mexico City	3,025,600
21. Osaka, Japan	2,980,487
22. Buenos Aires	2,972,453
23. Los Angeles	2,809,596
24. Rome	2,755,135
25. Teheran, Iran	2,719,730

-- (b) Among the world's 25 largest cities:

1. China	787,176,000
2. India	550,374,000
3. U. S. S. R.	245,066,000
4. U. S.	207,006,000
5. Indonesia	124,894,000
6. Japan	104,661,000
7. Brazil	95,408,000
8. Bangladesh	75,000,000
9. West Germany	59,175,000
10. Nigeria	56,510,000
11. U. K.	55,566,000
12. Italy	54,078,000
13. France	51,260,000
14. Mexico	50,830,000
15. Pakistan	50,000,000
16. Philippines	37,959,000
17. Turkey	36,162,000
18. Thailand	35,335,000
19. Spain	34,134,000
20. Egypt	34,130,000
21. Poland	32,749,000
22. South Korea	31,917,000
23. Iran	29,783,000
24. Ethiopia	25,248,000
25. Argentina	23,552,000

Where is Japan? (3)

-- (a) In terms of population increase rate:

	Population 1963	Population 1971	Annual Rate of Increase
LATIN AMERICA . . . . .	232	291	.2.9%
Mexico . . . . .	39.5	50.8	.3.2%
Brazil . . . . .	76.2	95.4	.2.8%
Argentina . . . . .	20.8	23.6	.1.5%
AFRICA . . . . .	289	354	.2.6%
ASIA . . . . .	1,754	2,104	.2.3%
Japan . . . . .	95.9	104.7	.1.1%
China . . . . .	682.2	787.2	.1.8%
OCEANIA . . . . .	17	20	.2.1%
NORTH AMERICA . . . . .	208	230	.1.3%
U. S. . . . .	189.2	207	.1.1%
Canada . . . . .	19.0	21.8	.1.8%
RUSSIA . . . . .	225	245	.1.1%
EUROPE . . . . .	437	466	.0.8%
France . . . . .	47.8	51.3	.0.9%
West Germany . . . . .	55.4	59.2	.0.8%
Italy . . . . .	50.6	54.1	.0.8%
U. K. . . . .	53.6	55.6	.0.4%

-- (b) In terms of birth rate:

Among countries with lowest rates:

	Births Per 1,000 Population
West Germany . . . . .	12.8
East Germany . . . . .	13.9
Sweden . . . . .	14.1
Austria . . . . .	14.5
Belgium . . . . .	14.5
Switzerland . . . . .	15.1
Czechoslovakia . . . . .	15.8
Greece . . . . .	16.0
U. K. . . . .	16.2
Italy . . . . .	16.8
France . . . . .	17.1
Canada . . . . .	17.2
U. S. . . . .	17.3
U. S. S. R. . . . .	17.8
Japan . . . . .	19.2

Among countries with highest rates:

Swaziland . . . . .	52.3
Liberia . . . . .	51.0
Pakistan . . . . .	50.9
Saudi Arabia . . . . .	50.0
Indonesia . . . . .	48.3
Laos . . . . .	45.9
Philippines . . . . .	44.7
Colombia . . . . .	44.6
Mexico . . . . .	43.4
India . . . . .	42.8

Where is Japan? (4)

Countries or regions	Real growth rate in 1960's	GNP (1970, \$10 billion)
U.S.A.	4.6	98
E.C.	4.9	62
Comecon	5.0	58
Developing countries	5.3	35
Japan	11.0	20
China	2.5	8

A check list for economic activities

(Natural conditions)

- a) Temperature climate
- b) Limited arable space
- c) Insular and maritime location

(socio-cultural factors)

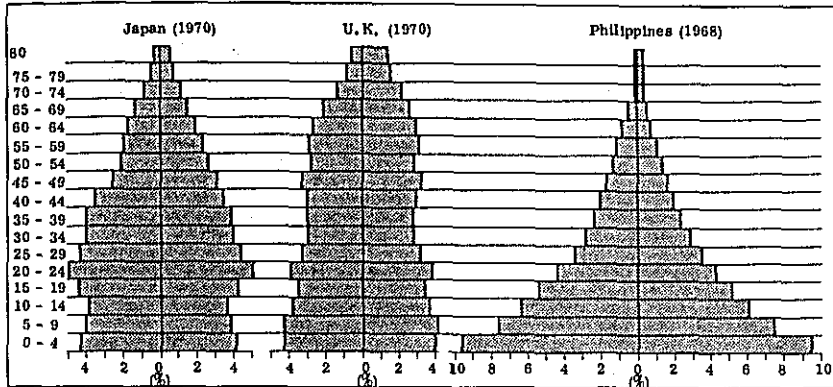
- d) Homogeneity
- e) Egalitarian population
- f) Achievement orientation
- g) Plural and consummatory value?

(Production resources)

- h) Labor -- quantity, quality, mobility, organization
- i) Capital -- savings, financial institutions, investment
- j) Technology
- k) Land

An available resource

-- Is, say, population asset or debt? Take a look at the charts, and explain it.



Factors contributing to economic growth (1)

"National characters"

- a) A great deal of available energy and dedication and the general Japanese capacity for purposive, communal action
- b) Stringent population limitation
- c) Appropriate and available organizational skills, judgment, and motivation - both governmental and private
- d) Relatively high technological and educational levels
- e) High savings and investment rate
- f) Japanese version of free enterprise
- g) Skillful government direction and intervention - (and a reasonably cooperative and sensible U.S.)
- h) All kinds of pressures to attain "higher market shares" and to go into advanced technology and industries of the future
- i) Ruthless about nonsupport of - or even active "sabotage" against - "obsolete" or "not for Japanese" businesses
- j) Willingness to switch to "economic growth" as major tactic in "catching up with the West"
- k) Desirable work force readily available
- l) To some degree many of the points in Chart 4 on page 215.

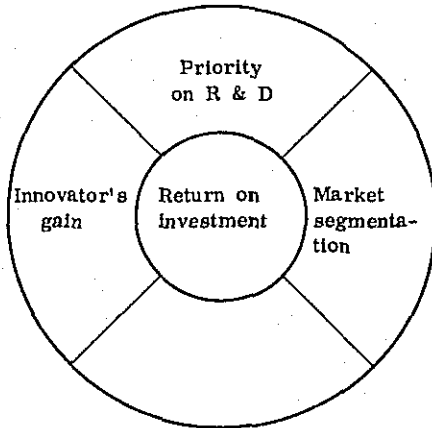
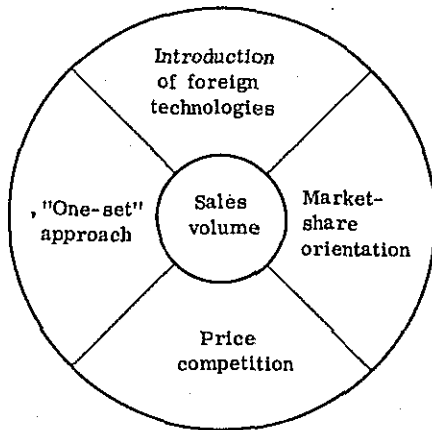
Factors contributing to economic growth (2)

-- International political and economic conditions

- a) Less than 1 percent of the GNP allotted to defense
- b) Stimulus of Korean and later Vietnam wars
- c) Influx of American capital
- d) U.S. a prosperous and avid customer
- e) Technology available at bargain rates - first from the Americans and later from the Europeans
- f) General atmosphere of free trade
- g) Large discovery in Australia and elsewhere of new mineral deposits
- h) Developments in ocean transport

Weaknesses

- a) Low ratio of resources to people
- b) Low labor mobility, promotion by *seniority*, compulsory retirement at 55
- c) Diffused responsibility
- d) Noncompetitive practices
- e) High debt-equity ratio
- f) Postwar legacy of ill will



How do you develop technologies?

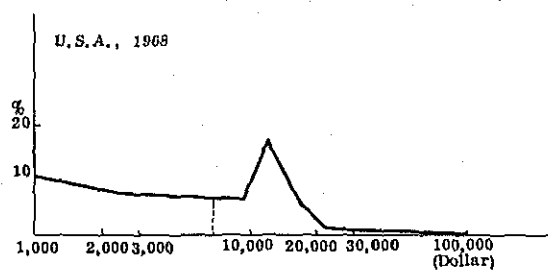
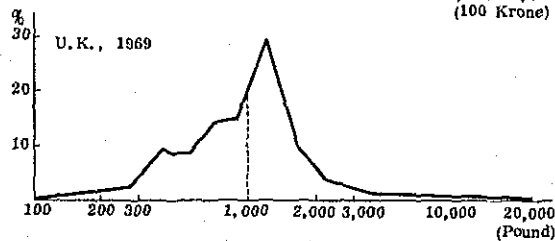
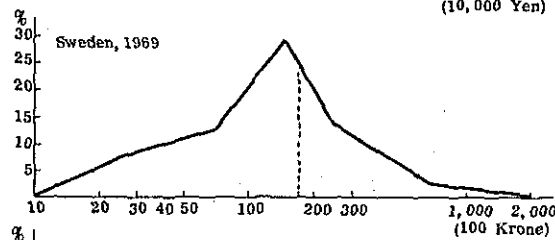
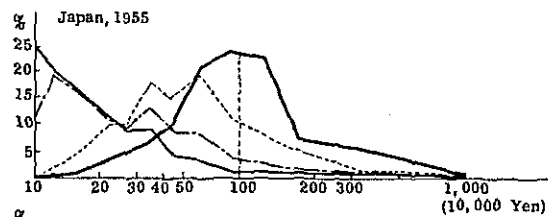
-- What do you conclude from this table of R&D and plant layout expenditure for new products and processes, 1957-62?

	<u>Indigenous Technology</u>			<u>Imported Technology</u>		
	A	B	A/B	A	B	A/B
R & D	24.9	1,061	0.023	12.8	257	0.049
Plant Layout and Production Engineering	126.6	819	0.154	175.0	279	0.627

A = Expenditure (in millions of yen)  
B = Number of new products and processes

What do you mean by "equality"? (1)

-- You may explain it by the distribution of income (before tax).



What do you mean by "equality"? (2)

-- In terms of annual increase rate of prices, wages, and productivity (1961 - 70, percentage):

	Consumer price index	Wholesale price index	Wages (manufacturing, nominal)	Productivity (manufacturing)
Japan	5.9	1.3	12.2	11.1
Canada	2.7	2.2	5.4	3.4
France	4.0	2.5	8.4	6.2
W. Germany	2.7	1.0	8.6	4.9
Italy	3.9	2.6	10.1	6.6
U.K.	4.1	2.9	7.2	2.9
U.S.A.	2.8	1.5	4.0	3.1
U.S.S.R.	0.3	0.5	4.0	5.0

What do you mean by "equality"? (3)

-- In terms of tax burden (1970, percentage):

	Tax as a percentage of national income	Direct tax in total national tax
Japan	19.5	66.0
France	27.6	34.7
W. Germany	29.5	47.9
Italy	23.8	26.9
U.K.	42.5	55.3
U.S.A.	29.1	87.1



What about "welfare", then? (1)

(a) Life expectancy?

	Male	Female
Sweden .....	71.9	76.5
Norway .....	71.0	76.0
Netherlands .....	70.7	76.5
Denmark .....	70.7	75.6
Israel .....	69.6	73.0
East Germany .....	69.2	74.4
Japan .....	69.1	74.3
Canada .....	68.3	75.2
Bulgaria .....	68.3	72.7
Switzerland .....	68.7	74.1
U. K. ....	68.6	74.9
Ireland .....	68.1	71.9
Australia .....	67.9	74.2
Italy .....	67.9	73.4
Belgium .....	67.7	73.5
France .....	67.6	75.3
West Germany .....	67.6	73.6
Greece .....	67.5	70.7
Czechoslovakia .....	67.3	73.6
Spain .....	67.3	71.9
U. S. ....	67.1	74.6
Scotland .....	66.9	73.1
Poland .....	66.9	72.8
Austria .....	66.3	73.5
U. S. S. R. ....	65.0	74.0

(b) Infant mortality?

Among the countries with lowest rate:

	Deaths of Infants Per 1,000 Live Births
Netherlands .....	11.1
Sweden .....	11.1
Finland .....	11.8
Japan .....	12.4
Norway .....	13.8
Denmark .....	14.2
France .....	14.4
Switzerland .....	15.1
New Zealand .....	16.7
Australia .....	17.4
U. K. ....	18.0
East Germany .....	18.8
Canada .....	18.8
U. S. ....	19.2
Ireland .....	19.6
Belgium .....	20.5
Czechoslovakia .....	22.1
Israel .....	22.9
U. S. S. R. ....	22.9
West Germany .....	23.2

What about "welfare", then? (2)

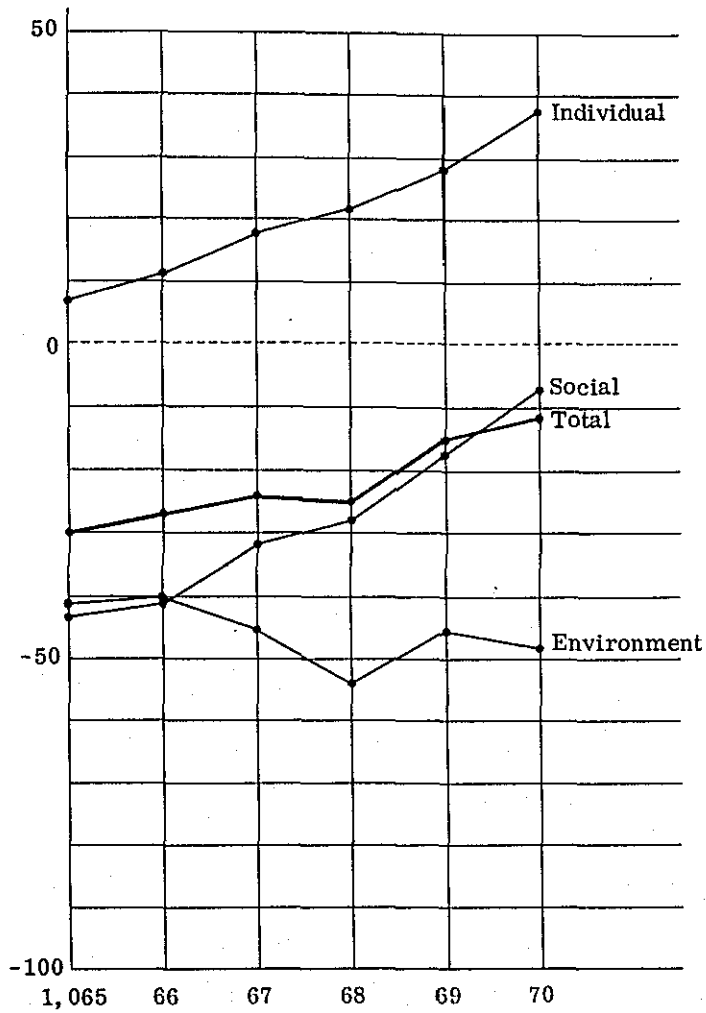
-- You may select indicators.

	Individual	Environmental	Social
Income-Consumption	Per capita income	Per capita gross national product	Per capita income of people on government pensions
Medical Care	Longevity	Hospital beds	Public health centers
Housing	Tatami mats (living space) per person	Rent (private apartment)	Public water systems
Working Conditions	Monthly working hours	Work accidents	The rate of employment of middle and old-age people as arranged through the employment security office
Leisure Time	Trips per month	Public parks	Public libraries
Education	College or junior college graduates	Ratio of elementary school teachers to students	Number of grades in public specialty schools
Solidarity	Suicides	Juvenile delinquency	Homes for the aged
Transportation - Communication	Telephones	Traffic congestion	Paved streets
Safety	People on life insurance	Traffic accidents	Arrests for criminal offenses
Natural Environment		Air pollution	Pollution control centers

Note: indicates a minus indicator; in other words when the figure is large, needs are not being met.

What about "welfare", then? (3)

-- And you may plot a chart.



## Suggestions for Japan

### (Long-term problems)

- a) Creation of new value standards aiming at a welfare society in the international community.
- b) Encouragement of research and development on environment and resources on global scale.
- c) Intensification of international economic cooperation -- especially in response to North-South problem.
- d) Shift of direction of economic and social systems (Increased social responsibility of private enterprises).

### (Urgent problems)

- e) Emergency three-year program for counter-pollution measures -- major clean-up of the Japanese Archipelago.
- f) Encouragement of decentralization of population and industries and fostering of local communities.
- g) Introduction of social programs and development of social security system.
- h) Escape from trap of trade surplus by radical reallocation of resources.

### (International problems)

- i) Establishment of an impressive think tank of international scale and encouragement of international exchange.
- j) Contribution to the strengthening of the OECD.

-- Well, it's your turn to make suggestions for your own country, and more important, to prepare yourself for the service to your country - through the training.

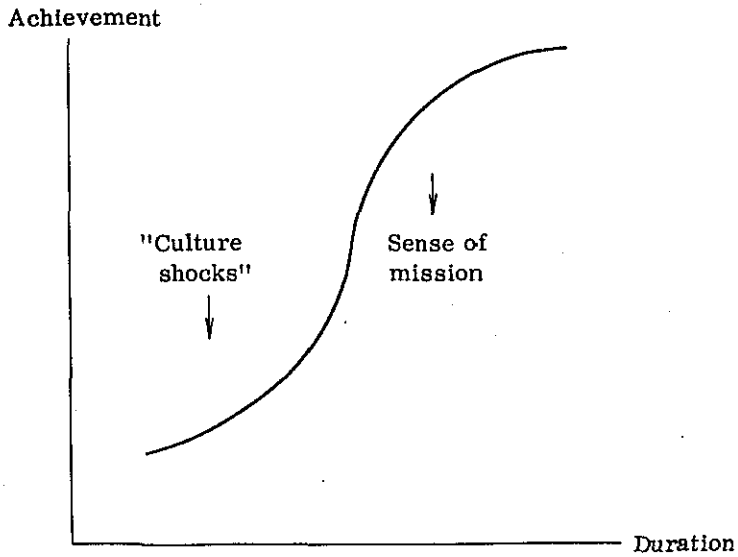
Which way -- either way?

If one tries to look a generation forward, a great deal is going to turn upon which of the two original impetuses, the two basic forms of society, proves to be the more durable. The general assumption in the western world is still that the concept of individualism that began with the Jews and the Athenians, and then sank back for a time before it re-emerged in the Renaissance and the Reformation, is the pattern for the future of mankind, and that the societies of western Europe and north America have merely led where others will eventually follow. It may be true. The history of the past five centuries will have been a blind alley if it is not. But in this black third quarter of the twentieth century it has also begun to seem possible that man may not yet be ready for the responsibilities that a full application of the Jewish-Protestant tradition would lay upon him; and that the rival view, which offers simpler and more brutal answers to some of the problems of modern life, may be the wave of the immediate future.

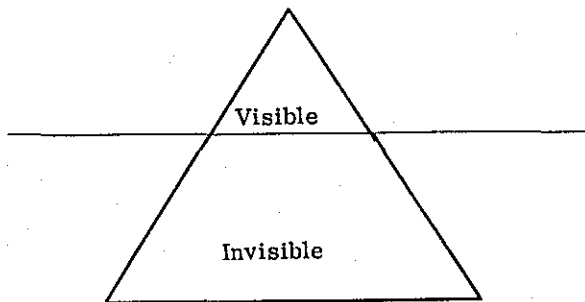
If the western idea does win through, the United States will probably survive its present time of troubles and find, in the matching of its political system with its instinctively preferred form of society, a source of renewed energy that will keep it predominant as this century moves into the next. But it is also possible that Japan, with its extraordinary ability to graft the institutions of one system of ideas on to the living body of the other, has discovered a combination that will beat the world. If the collectivist view of life is the winner, on the other hand, the Chinese seem to be in a better position than the Russians to catch the chance history will then be offering them, because they seem to be more amenable to being organised that way. But here again the Japanese, with a foot in both philosophies, will still be in the running.

The point is that, either way, Japan will be among the contenders for very great power in the twenty-first century; and nobody else seems to be an eachway bet. The odd man out of our time may have something we should all be trying to learn.

Now, watch this curve!



And, keep this in your mind.



-- Finally, work hard, enjoy yourself, and take full advantage of the training.

The list of sources

Page

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(b) United Nations.
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