

## “Industrial Relations (IR) in the MNCs in Japan – Designing a New IR Model”

チョウドリ マハブブル アロム  
国際文理学部・国際教養学科 教授

### 研究概要

日本における労使関係（IR）は、安倍政権による日本の経営改革の支援の下、長期にわたる国家経済デフレの緩和に貢献することを中心に、飽和賃金、年次ボーナス、雇用条件の問題を解決することを目的としている。日本で活動している先進国および発展途上国の 3107 の多国籍企業（MNC）は、雇用条件、働き方、外国文化の問題を解決することに加えて、国家の経済的原因を促進する上で決定的な役割を果たす必要がある。この研究は、国内部門の IR と互換性のある新しい IR モデルを開発するために、それらの MNC で IR がどのように機能するかを調べることを目的としている。福岡女子大学 2021 年度研究奨励交付金（研究 B）の助成を受けました。予想通り、日本の多国籍企業における IR の同時性と特徴を明らかにし、実践の抜け穴を特定し、それらに対処するための対策を策定し、国内企業と互換性のある新しい多国籍企業の IR モデルを策定するための二冊論文を作成した。“The Japanese Automobile Industry During the Coronavirus Pandemic”福岡女子大学国際文理学部紀要・国際社会研究第 11 号及び“The ASEAN Auto Industry: Beyond the Coronavirus Pandemic”*Journal of Law and Political Science* Vol. XLIX No. 3/4, The University of Kitakyushu City に掲載されました。この研究の重要性は、上記の結果を生み出すことに加えて、多国籍企業の想定される新しい IR モデルが、労使のそれぞれの目標を達成した。今後研究として上記の課題をさらに、深く研究を行う。

### 『国際社会研究』第 11 号福岡女子大学国際文理学部紀要掲載されました内容

This paper provides an overview of the Coronavirus pandemic (COVID-19) situation of the automotive industry in some Association of Southeast Asian Nations (ASEAN) countries where enforced lockdowns and social restriction have come with real human costs in the areas of economic development. The COVID-19 state of the ASEAN automobile industry will be explained by putting into global context, including the strategy of beyond COVID-19. In general, COVID-19 has likely to affected the automotive industry in production, markets and supply chain. There is production in ASEAN markets that is mainly based on assembly of imported completely-knocked-down (CKD). The distinct effects of COVID-19 on automobile production, sales and export within the ASEAN region.

This paper examines the impact of the COVID-19 pandemic on ASEAN in the automotive industry. The goal is to provide a comprehensive view of importance of automobile industry, examine strategies impact on the recent pandemic, and provide a picture of where the industry is headed, particularly in light of the increasing importance of both production and consumption in ASEAN nations.

### *Journal of Law and Political Science* Vol. XLIX No. 3/4, The University of Kitakyushu City 掲載されました内容

This paper discusses the consequences of the Coronavirus (COVID-19) crisis on the automobiles industry in Japan. Japan boasted being the second largest developed country until 2011 and thereafter the third-largest economy of the world. Its economic strength is at least partly due to the strong market of automobile industry domestically as well as internationally. Japan achieved this status largely on the backdrop of its highly efficient manufacturing and exporting capabilities, which it built through heavy capital investment and a high emphasis on technology and process innovation. It is the world's third largest vehicle manufacturing country. Led by Toyota, Japanese companies imported US and European mass-production approaches, procedures, and equipment, and then added their own adaptations (such as the concept of *Kaizen*, *Kanban*, JIT, and a greater integration of suppliers into production processes) to reap even greater benefits from them. Within the automobile sector, COVID-19 has been a massive and hopefully a once-in-a-lifetime disruption, and the situation is changing rapidly. Levels and trends of production and sales in domestic and external markets have already fallen short of those prior to the COVID-19 crisis. Like many other industries, the automobile market is being seriously affected by the Coronavirus pandemic. Domestic and international resource mobilization has suffered as production activities reduced. All automakers have had to close production plants domestically and all around the world as a safety measures for the time being. The current global context, however, witnessed significant reduction of production and export, which affected economy of the country. Current evidence suggests a greater and more immediate impact of the COVID-19 crisis with job losses in 2020 more than the number of jobs that had been created since the 2008 Global Financial Crisis. This study, through primary and secondary sources, looks at the present COVID-19 situation, its impact on the demand and supply of vehicles, and examines how the Japanese automobile industry is adopting strategic innovations for future development.