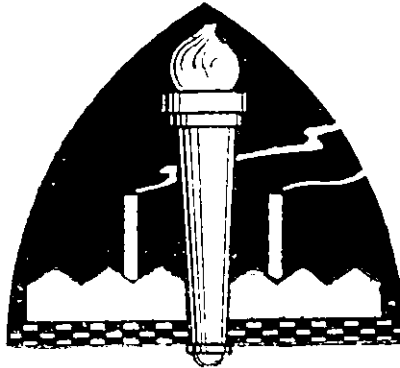


INDUSTRIAL RELATIONS IN JAPAN

CHARACTERISTIC MEASURES FOR WORKERS'
WELFARE IN SILK AND COTTON MILLS



**NATIONAL CONFEDERATION OF INDUSTRIAL
ASSOCIATIONS OF JAPAN**

(ZENKOKU SANGYODANTAI RENGOKAI)

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PREFACE

FIVE years have passed since the inception of the *Zenkoku Sangyōdantai Rengōkai* (National Confederation of Industrial Associations) in May, 1931. This pamphlet commemorates the fifth anniversary of the foundation celebrated in June this year, and is published for the purpose of making internationally known the essence of industrial relations in Japan.

The recent remarkable expansion of Japanese trade overseas has caused some concern among other nations at the rapid development of Japanese industries. Newspaper correspondents and tourists have visited this country in increasing numbers to investigate the conditions of industrial life and have published their views. However, the fundamental spirit animating the industrial life of this country and manifested in the conditions of employment and other relations in industry is yet imperfectly understood, due to differences in the mode of life and other circumstances peculiar to this country. This is one of the motives for the present attempt to explain the conditions of industrial relations in Japan. We shall be amply recompensed if the present pamphlet should prove the means of a better understanding abroad of industrial relations prevailing in Japan.

In this pamphlet industrial relations in the most representative industries of Japan, silk and cotton manufacturing, are dealt with; conditions in other industries are reserved as subjects of later publications.

We beg to acknowledge our indebtedness and express our sincere gratitude to those members of the Confederation, who assisted us by their kind offer of materials. It may also be mentioned that in compiling the present English version, Mr. T. Minakami offered his service as translator.

KEINOSUKE ZEN,
Managing-Director

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INDUSTRIAL RELATIONS AT THE SILK MILLS OF THE KATAKURA & CO., LTD.

THE silk industry of Japan, famous throughout the world for producing raw silk of the finest qualities, boasts of a history dating from remote antiquity. Under the encouragement of the Imperial Household, sericulture was carried on by the populace generation after generation, and silk as a most valuable product was utilized in various ways, such as for the payment of taxes in kind, clothing, decoration, etc. Even the silk-worm was looked upon with reverence, the popular appellation, "*O-Kaiko-Sama* (Divine Silk-worm)", indicating the pious care with which the farmers raised this metamorphic source of national wealth.

Since the Restoration of Meiji, the silk industry has made an epoch-making development, raw silk occupying a dominant position among export goods. Japan, moreover, became the greatest silk-producing nation of the world, as will be seen from the following tables showing the increase in output and exports of raw silk during the last five years :

Output of Raw Silk

Years	Total output of the world	Output of Japan		Ratio of Japanese to world output
		Weight	Value	
	kilogrammes	k.g.	million yen	%
1930	68,330	43,943	537	64.3
1931	57,718	45,244	428	78.4
1932	56,984	43,114	454	75.9
1933	57,001	43,757	498	76.7
1934	57,557	47,369	398	82.3

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Export of Japanese Raw Silk

Years	Total value of export goods	Export of raw silk		Ratio of raw silk to total export value
		Volume	Value	
	million yen	1,000 bales	million yen	%
1930	1,470	477	419	28.9
1931	1,147	561	357	31.2
1932	1,410	549	383	27.4
1933	1,861	484	391	21.2
1934	2,171	507	287	13.2
1935	2,499	553	387	15.5

Out of a total of 5,617,000 households engaged in agriculture, a total of 1,996,000 or 35.5% were raising silkworms in 1934, while the area of land for cultivation of mulberry-trees, the leaves of which are used to feed the silk-worms, was 623,000 *cho* in a total of 6,038,000 *cho* of arable land or of 2,819,000 *cho* of upland-fields. This means that 10.3% of the total arable land or 22.1% of the total upland-fields is allotted for cultivation of mulberry leaves. As to the output of cocoons, the raw material for silk, a total of 82,066,000 *kan* in weight or 350,860,000 yen in value was produced during 1935.

The *Katakura Seishi Bôseki Kabushiki Kaisha* (Katakura Silk Filature & Spinning Co., Ltd.), specializing in the production of raw silk, is a development of the *Katakura Gumi* (Katakura Partnership) founded more than half a century ago. At present, this company is one of the biggest silk filature enterprises in Japan, the annual output of raw silk amounting to more than 13% of the total output of raw silk in this country. The silk mills of the company are equipped with the newest machinery, while several subsidiary companies are engaged in the production of other goods in addition to raw silk.

The head office of the Katakura Co. is situated at Kyobashi, Tokyo. It is a joint-stock company with an authorized capital of 53,550,000 yen (26,775,000 yen paid up) and reserves amounting to 12,912,647 yen, while its assets in real estate consist of 855,000-odd *tsubo* of land and about 254,000 *tsubo* of buildings, not taking into account the land and

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building appertenances of subsidiary companies. The plants of the company comprise a total of 35 reeling mills (besides 20 mills of subsidiary companies), where more than 20,000 reeling basins, including those of subsidiary companies, are installed and more than 33,000 workers are employed. The company has 4 laboratories, 3 soy breweries and 9 silk-worm eggs stations. Branch offices have been established at more than 80 different places both at home and abroad. The annual output of the company, including that of subsidiary plants, is as follows :

- (a) Raw silk, 7,000,000 *kin* (in addition, 2,500,000 *kin* from subsidiary plants)
- (b) By-product value 3,000,000 yen (in addition, 1,000,000 yen from subsidiary plants)
- (c) Silk-worm eggs, 22,000,000 grammes
- (d) Soy, 10,000 *koku*

CHARACTERISTICS OF LABOUR CONDITIONS IN THE SILK INDUSTRY

THE FAMILY SYSTEM—In order to ascertain the real nature and acquire a correct knowledge of working conditions in silk mills, it is essential to know the nature of the Family System in Japan. The production of cocoons, the raw material for silk, is mostly carried on by members of some 2 million farm households, and the silk mills are but the extension of the farmers' family life.

The individual life of the people is founded on the basis of a family unit. Under the Family System of Japan, parents and children, husband and wife, or any other persons of blood relation live in the same house, sharing pain and pleasure, and, in disregard of materialistic interests, extending mutual aid, all the members of a family uniting to form a fundamental unit of the national life. This state of things within a family may be extended to relatives by marriage and, further, to the whole neighbourhood. In a general way, the whole country is considered to be one large family. This relationship within an individual family is deeply rooted in the national character of the Japanese people.

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THE PRODUCTION OF COCOONS—The cultivation of rice and the rearing of silk-worms are the two most important items in the annual routine work of most farming households in Japan. It takes about 30 days from the moment an egg is hatched until the mature caterpillar completes its cocoon, and the growth of the worm during so short a period is marvellous, as its weight increases about ten thousand times. The period is a very busy one for farmers, as they must look to the feeding of the worms with mulberry leaves, preparing and extending their beds, regulating moisture and temperature, and preventing infective diseases. They have to work day and night, but the work being very simple, all members of the family assist the various processes of silkworm-raising which, as a rule, are performed thrice every year.

SILK-WORMS AND THE CARE OF COCOONS—Most of the Japanese rural population are engaged in sericulture on a small scale as a side-occupation for supplementary income, and the rearing of silk-worms is done in parts of the house where the family lives. There naturally develops in the hearts of members of the family a tender feeling for the tiny creatures, whose growth they watch with kindness and pleasure, and when the cocoons are completely spun, they are handled with the utmost care. In this respect the rearing cocoons differs from other agricultural production.

SILK WORKERS—The cocoons sold by the farmers are reeled at the silk mills and manufactured into raw silk after a series of processes. One of the important features in the process of manufacture is the predominance of female labour. Raw silk is peculiarly adapted to delicate manipulation by female labour. Most Japanese, but especially Japanese women are skilled in handicraft, a good qualification for the processes of silk manufacturing. There is, besides, a tradition among the rural population to rear silk-worms at home, and, by means of simple contrivances, to reel and weave silk. Under these circumstances, the silk industry is, even at the present days of machine production, regarded as a respectable occupation for girls of farming households. Actually girls in rural districts are eagerly seeking employment in silk mills, and almost all female mill hands in the silk industry are from farm-

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ing households. Indeed it is their aptitude to produce the finest qualities that has won world-wide fame for Japanese raw silk.

MOTIVES OF EMPLOYMENT—Girls from farming households employed in silk mills never intend becoming wage-earning workers for life. The principal motives in seeking employment are :

- (a) To assist their parents, and, in accordance with the Japanese notion of filial piety, compensate for the parents' love and benevolence ;
- (b) To utilize the facilities to return home during the busy season of agriculture, or for a considerable period at the end of the year and during the New Year's days in order to assist their parents ; or
- (c) To prepare for marriage by saving their wages, etc.

Employment conditions are thus a remarkable manifestation of the Family System prevalent among rural households, and show that there exist a close relationship between the farmers' household and the silk mills.

FUNDAMENTAL PRINCIPLES IN DEALING WITH WORKERS AND THEIR PARENTS

The Katakura Co., since the foundation of its forerunner, *Katakura Gumi*, has adopted policy of harmonious co-operation and commonweal with the workers and their families in consideration of the following circumstances :

- (a) that the cocoons are raw materials produced by the farm households
- (b) that the production of cocoons depends upon the Family System prevailing among the agricultural population ;
- (c) that the manufacture of silk is performed by young women born at the farms ; and
- (d) that those young women are afterwards to become wives of farmers.

The economic relationship existing between rural households,

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silk workers and silk mills naturally gives rise to special humane relations among them—a point to which the company is paying special attention. To consolidate this comity among the workers, their homes and their employer, and to promote the common interest, thereby assisting the Family System to realize its full value as the most commendable tradition of Japan, while contributing to the healthy development of the rural life and the prosperity of the silk industry, is the fundamental principle adhered to by the Katakura & Co. Thus the employer is regarded as the head and the workers as members of one family, while their parents are treated as blood relatives. On this principle are adopted all the various measures for the welfare of workers, such as the provision of housing free of rent for all employees and workers, of identical meals free of charge for the Board of Directors as well as workers of the lowest grade, and the institution of a system of condolences and congratulations on the occasion of death and marriage, on entering or retiring from active military service and when suffering from calamities such as fire, sickness, injury, invalidity or death, not only for the workers but also for the members of their families and relatives.

CONDITIONS OF WORK

At the 35 mills under the direct control of the Katakura & Co. and at 20 subsidiary mills which are under indirect control, but are managed under the same conditions as obtain at the former, various measures for the welfare of workers, in addition to those made compulsorily by the law, are adopted. Before going into details of these special welfare measures, a general survey of the conditions of workers and terms of employment will be made.

Conditions of Workers

AGE—All workers, male or female, must have reached the age of 14 years. The average age of male workers is 25 years 6 months, and that of females 18 years 7 months.

SEX—The total of workers includes about 4,000 male and 28,000 female workers. The total of female workers is made up of

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about 23,000 reeling and 2,500 re-reeling operatives, the remainder being engaged in various other jobs. Male workers are engaged for technical guidance and assistance, the tending of boilers and other machinery, and in clerical and sundry works.

LITERACY—As a rule, those who have finished the 6 years' elementary course of compulsory education alone are employed, but actually the average degree of education is much higher. About one-third of the female workers have attended or completed the advanced course of primary schools, while there is a tendency towards an increase in the number of those who have had secondary education. As to the male workers, about 60% have completed the advanced course of primary schools and 10% were graduates from middle schools. Those with an education not higher than the elementary course of compulsory education are only 20%. There are some 100 workers graduated from colleges and high schools; they are the leaders in technical and management work at the workshops.

LENGTH OF EMPLOYMENT—For a majority of the workers, that is, female workers, the average length of continuous service is about 3 years 6 months.

NATIVE PLACE—The number of female workers classified by their native place varies from year to year, but the silk mills are supplied with female hands from all over the country, including Korea. Prefectures which supply more than 1,000 workers are: Nagano, 7,500; Kagoshima, 3,100; Niigata, 2,500; Yamanashi, 1,900; Gifu, 1,700; Oita, 1,200; Iwate, 1,100, Miyazaki, 1,000, and Korea, 1,400.

Conditions of Employment

HOURS OF WORK—A working day is 11 hours, including 1 hour for rest-time. The hour of starting or ending work varies according to the season, but there is no night work.

As to rest, 2 to 4 official holidays are granted every month, while every year there is no work on the 4 National (Bank) Holidays, the anniversary of the company and on the days of festival of the guardian deity of the locality. Besides, 15 to 25 holidays are granted at the *Urabon* (Buddhist Holidays in memory of the dead), and at the end

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and the beginning of the year. According to conditions in the respective native places, consecutive holidays for about two weeks are sometimes granted during the busiest season of agriculture.

The average number of working days per year, after deducting the above-mentioned holidays, is from 280 to 320 days.

GRANT OF BENEFITS—In addition to the benefits granted under the provisions of the Law, the following extra rates, according to length of service, are granted in case of injury, relief of dependents, funeral or lump sum relief.

10%	addition for continuous service of	3 years & over	
30%	”	”	5 years ”
50%	”	”	10 years ”
80%	”	”	15 years ”
100%	”	”	20 years ”

WAGES—The wages for a majority of workers, that is, reelers, are calculated, after comparing the average output of the workshop as a whole with the output of the individual worker in a period of half a month, on the basis of the following standards :

- (1) Guaranteed rates. Not less than 25 sen per day per worker.
- (2) Reeling rates. Not less than 10 sen per day per worker. These are calculated, first, by fixing the rates per 10 *momme* of raw silk on the basis of a total of reeled silk for the period, and, then, after a comparison between the output of the workshop as a whole and the individual worker's output, multiplying the fixed rates by certain specific percentages.
- (3) Quality and silk percentage. After fixing the grades according to the quality and the percentage of silk against raw materials, the rates for each grade are calculated by multiplying by certain specific percentages.

The sum of these three different methods of calculation constitutes the wage rate for reeling workers.

Wages for re-reelers are paid per day, and are fixed by assessing the processes and the result of the work. The minimum rate for re-reeling workers is 25 sen a day, but the average rates per day for the year is not less than 45 sen.

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The costs of boarding at dormitories, travelling expenses, etc. are defrayed by the company. The annual average earnings of female workers, though varying according to capacity, range from a highest income of 500 yen to the lowest of about 100 yen for the first year of employment, which includes a period of learning and training, the average being about 150 to 160 yen.

Some workers send their earnings to their parents every month, but few send home the whole sum of wages, and most of them deposit their earnings with the postal savings bank, or entrust them to the company, or save by any other methods. These savings are taken home when they return to their native villages during the holidays at the end of the year. The savings deposited with the company amount to about 700 to 800 thousand yen at the end of every year.

Wages for male workers are paid either by day or by month, and rates vary according to kind of work, capacity, length of service and other conditions.

SPECIAL WELFARE MEASURES

Profit-Sharing

Article 32 of the Articles of Association of the Katakura Co. provides for a system of profit-sharing, according to which, after deducting a sum of 5% as the legal reserve fund and another sum of not more than 8% as dividends, in the first instance, of stock-holders, the balance of profit is allotted to the following items :

(1) a certain sum for the special reserve fund ; (2) not more than 10% for bonuses for members of the Board ; (3) 12% for workers' profit-sharing ; (4) 3% for the Workers' Profit-sharing Fund ; (5) not more than 5% for the Workers' Retirement Allowances Fund ; (6) not more than 3% for the Friendly Fund ; (7) a certain sum for dividends, in the second instance, to stock-holders and (8) a certain sum for carrying over to the next term.

This provision of profit-sharing could not always be strictly put into effect on account of the conditions of the silk market, but a total of 395,000 yen and of 500,000 yen was distributed in 1924 and 1928

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respectively among the workers under the profit-sharing system, while the reserve funds for workers' profit-sharing amounted to more than 800,000 yen at the end of March, 1935.

Rules concerning profit-sharing adopted on November 3, 1920, define "workers" under this plan to include staff employees, non-staff employees, apprentices, temporary cocoon-purchasing agents, sericultural technicians, temporary drying workers, male and female workers and charwomen. The rates of profit shared by workers are as follows :

(1) Diligence Rates. Out of the sum allotted for workers' profit-sharing, 60% is distributed as Diligence Rates, to be fixed in proportion of total earnings, including regular wages, allowances and bonuses of every worker.

(2) Service Rates. 20% of the sum allotted for workers' profit-sharing is to be distributed as Service Rates in proportion of a sum resulting from the multiplication of total earnings for the period by a ratio corresponding to the length of each worker's service :

Length of Service	Ratio
1 year	1.0
2 years	1.5
3 years	2.0
4 years	2.5
5 years	3.0

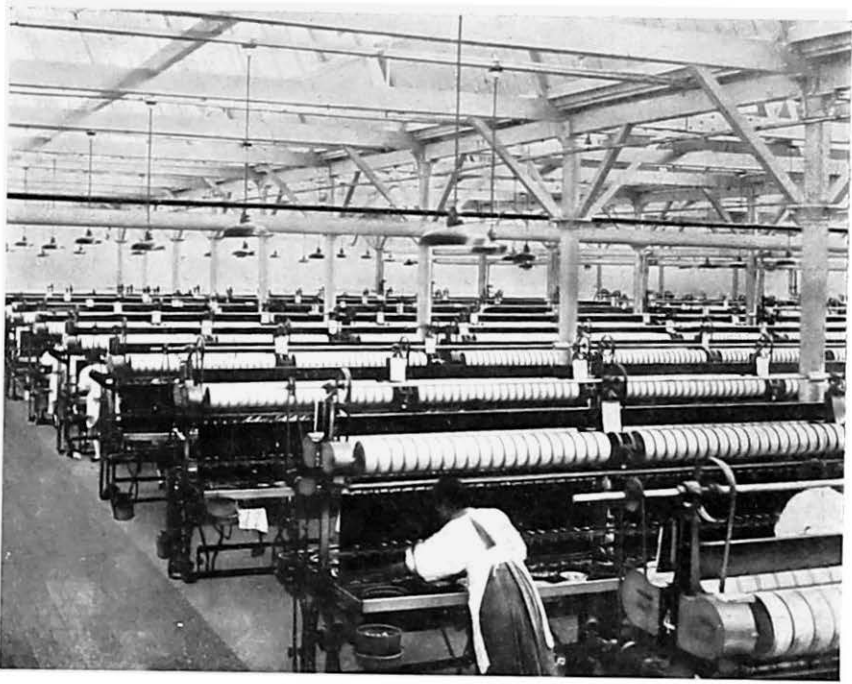
For every additional year the ratio is increased by 0.5.

(3) Special Rates. 20% of the sum allotted for workers' profit-sharing is distributed as Special Rates, which the President fixes in consideration of length of service, talent and wages, and gives to such workers as make some valuable contribution to their work.

The profit-sharing rates are fixed within three months after the periodical General Meeting of Shareholders.

Housing and Provisions

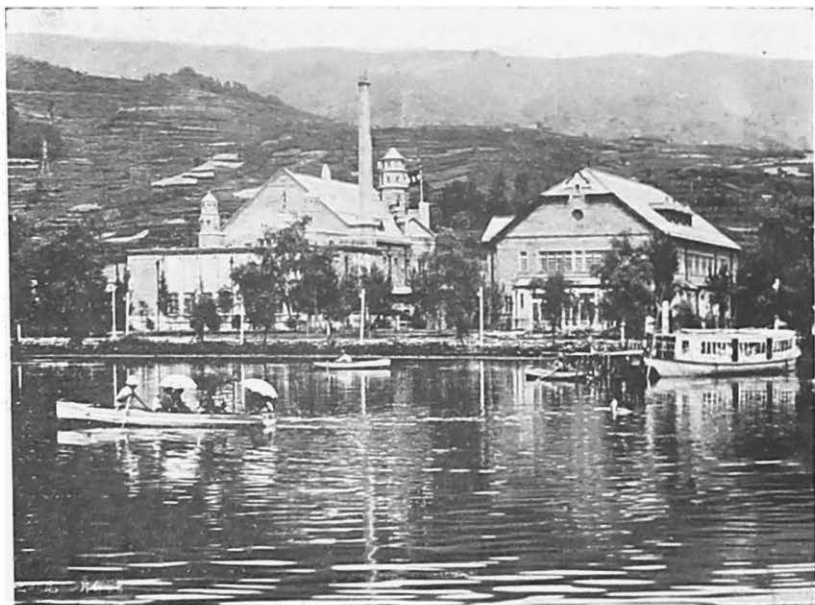
Any worker or employee of the company, who is responsible for the management of an independent household, is provided with a home free of rent or given housing allowances in accordance with Rules adopted in August, 1920. Rent-free homes are, as a rule, built within



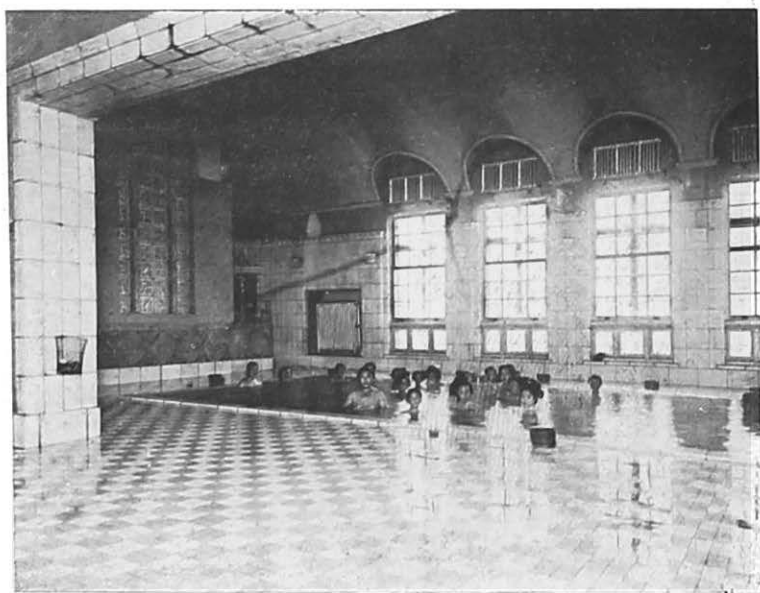
Katakura Silk Reeling Mill



Katakura Silk Workers
On an Excursion



Katakura-Kan :
Viewed from Lake Suwa



Katakura-Kan :
Hot-Spring Bath Room

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the premises of the mills. Housing allowances vary from 5 yen to 50 yen according to locality or qualifications.

Members of families living in rent-free houses of the company who are working at the mills, or children under school-age are provided with food without charge, while other members pay the cost price of meals. Daily necessities are sold at cost prices for the inmates of the rent-free houses, who pay for the provisions on pay-day. A great majority of the workers, who are not independent householders, are provided with food without charge.

Condolences and Congratulations

In case of death, marriage, accident, etc., Rules concerning Condolences and Congratulations are applicable, but in certain exceptional cases appropriate measures are taken. Under the Rules gifts by workers in money or kind are excluded. According to the qualifications and merits of the dead, a temporary Funeral Committee is appointed and the funeral ceremonies are officially observed at the expense of the company.

The following sums of money or the equivalent in kind are given, according to length of service :

(i) Marriage		
(a) Worker himself or herself		2 to 60 yen
(b) Worker's parents or heir		2 to 25 "
(ii) On being recruited or retiring from actual military service		
(a) Worker himself		2 to 15 "
(b) Worker's heir		2 to 25 "
(iii) Injury or disease		
(a) Worker himself or herself		1 to 15 "
(b) Worker's parent or wife		2 to 8 "
(iv) Fire		
(a) Home completely burnt down		60 to 100 "
(b) Home partly damaged		2 to 70 "
(c) In the neighbourhood		1 to 10 "
(v) Death		
(a) Worker himself or herself		10 to 300 "
(b) Worker's parent, his or her heir of full age or his wife		1 to 40 "
(c) Members of the family living with the worker, grand-parents, children not less than 7 years old, other members of full age or brothers or sisters not less than 15 years old		1 to 12 "

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Relief for Bereaved Families

In December, 1920, Rules concerning relief of the families of workers were adopted, under which such members of the bereaved family as are responsible for observing the funeral ceremonies are granted the funeral benefits in disregard of the cause of the worker's death. The rates of such benefits vary according to position. At the death of a salaried employee a sum of 60 yen for the service of one year with increases for every additional half a year or a total of 1,500 for 25 years' service is given, while in the cases of manual workers, either male or female, charwomen or temporary drying workers the rates of benefits vary from 20 yen for one year's service to 500 yen for 25 years' service. At the death of a temporary cocoon-purchasing agent or a sericultural technician, the bereaved family receives a sum of 30 yen for one year's service to 750 yen for 25 years' service.

Retirement Allowances

Among workers of the company, those known as "staff-employees," "non-staff employees," "temporary raw materials agents," and "sericultural technicians" are entitled to allowances at their retirement or death under the Rules adopted in October, 1921. The funds for retirement allowances consist of the Retirement Allowance Reserve Fund under the Articles of Association and another reserve fund set aside since the days before the incorporation of the company. In the case of the retirement allowance fund running short, they are to be supplemented by ordinary expenses.

Rates of retirement allowances are calculated by multiplying the standard units based on the aggregate total wage, temporary bonus, the year-end bonus, etc. by a progressive ratio according to length of service. Thus, a worker whose length of service is five years obtains a standard unit of 10,000 and a progressive ratio of 375, and the ratio for those working for 30 years is 1,500, but workers whose length of service is less than five years are not entitled to retirement allowance under the Rules.

Rewards for Continuous Service

"Female manual workers", "temporary drying workers", and

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“charwomen” are, when leaving the company, granted allowances under the Rules of September, 1925, concerning Rewards for Continuous Service. Under provisions of these rules, workers are entitled to allowances either in money or kind on the basis of the following specified percentages :

Length of service	Basis of calculation	Percentage
3 years	Total of last 3 years' wages and allowances	2%
5 years	Total of last 2 years' wages and allowances	4%
7 years	Total of last 2 years' wages and allowances	5%
10 years	Total of last 3 years' wages and allowances	5%
11 to 15 years	Total of last 5 years' wages and allowances	5%

Male manual workers are entitled to the following percentages of retirement allowances :

Length of service	Basis of calculation	Percentage
3 years	Total of wages and allowances ...	3%
4 years	” ” ” ...	3.5%
5 years	” ” ” ...	4%
More than 5 years	” ” ” ...	4%

Inventions and New Designs

Workers who have completed inventions or new designs in connection with matters within the purview of the company's work are rewarded under the Rules adopted in March, 1929. The reward consists of either money or kind and a certificate.

Savings

A voluntary savings bank was instituted in November, 1910, for the workers to deposit or draw money. The books are kept by the

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management of the company, but are at the disposal of members for examination.

Health and Hygiene

Deliberate precautions are taken by the company for the health of workers, and Health Insurance Societies have been founded for dealing with matters connected with health and hygiene. At certain mills, where local conditions require it, hospitals are established with a staff of doctors and nurses, while elsewhere rest-rooms, patients' wards or isolated rooms are established, attended by specially commissioned doctors of the localities.

HEALTH INSURANCE SOCIETIES—The Health Insurance system being an institution of mutual aid based on harmonious co-operation between employer and employed, the company has made special efforts since the coming into force of the Health Insurance Act. The five societies legally approved were, in April, 1933, consolidated, and at present have a membership of more than twenty thousand. The main office is at the central office, and minor offices are at the local mills, where every effort is made for the simplification of procedure and quick and adequate service with a view to benefiting the workers. The principal activities of these societies are :

- (i) The propagation of ideas of health and hygiene, by holding lecture-meetings, and publishing pamphlets and leaflets.
- (ii) The examination of the physical condition of workers for the early discovery of disease and its adequate treatment.
- (iii) Preventive vaccinations for the prevention of infective diseases and epidemics.
- (iv) The destruction of vermin by preventive measures.
- (v) The promotion of health by physical exercise and gymnastics, sea-bathing, excursions and athletic meetings.
- (vi) The encouragement of good health by rewarding workers who never received Health Insurance benefits during a certain period.

HOT-SPRING BATH AND SEA-SHORE CLUB—The company established the Katakura-Kan, a hot-spring bathing place, incorporated with a fund of 800,000 yen at Suwa, Nagano. At Hayama, a seaside

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resort in Kanagawa-ken, a summer-house, known as the Shonan Club, is also at the disposal of workers during vacations.

Safety Equipments

PREVENTION OF ACCIDENTS—The silk mills are kept free from dust, poisonous gas and noise. The handling of silk-manufacturing machines is not dangerous, but the utmost precaution is nevertheless taken for the prevention of accidents.

PREVENTION OF FIRES—Special precaution is taken for the prevention of fires in the premises of the plants. All the hydrants, gasoline pumps, and other fire-fighting machines and tools are always kept ready, while special night watchmen are on duty in and around the mills. All male workers, including foremen, are organized in Emergency Squads, and, occasionally given fire-fighting practice. These squads have even distinguished themselves in extinguishing fires in the neighbourhood of the mills. The rest of the workers are taught to seek safety in case of conflagration and are trained in refuge practice, to permit orderly action in an emergency.

INSURANCE OF PERSONAL PROPERTIES—A special contract is concluded with the Fukoku Fire Insurance Co., Ltd., a subsidiary company, for the insurance of belongings and other personal properties of workers, half the premiums being paid by the company.

Dormitories, Provisions and Travelling Expenses

Most of the young female workers of the silk mills come from remote places, therefore the dormitories are established for lodging and boarding them free of charge. The most thoroughgoing care is taken by the company to make life in the dormitories as comfortable and happy as possible in the spirit of the Family System advocated by the company.

In building the dormitories special attention is paid to the comfort, health, convenience and safety of the inmates. The provisions for heating, lighting, bathing, hair-dressing, recreation, and dining are perfect, and cleanliness and order prevail. There are shops for selling daily necessities at cost prices.

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The manager of every plant is held responsible for the control and management of dormitories ; he is assisted by women-superintendents and stewards, both of whom live together with the workers, taking care of them with kindness and initiative.

DIETARY RULES.—Most of the workers being at the age of adolescence, special care is taken for appropriate food to assist proper growth and the promotion of health.

For this purpose, the central office of the company employs specialists, who, in consultation with the Military Provision Department and the Scientific Institute for Alimentology, are constantly supervising the menus at the dormitories, while, at the same time, special classes are held for workers in the kitchens on the cooking of nutritive food. At the dormitories, in addition to ordinary meals, fresh fruit, cakes and other refreshments, according to season, are provided. On national holidays, on the days of the anniversary of the foundation of the company, athletic meetings and local festivities, *sekihan* (red boiled rice), *mochi* (rice-cake), *amasake* (fermented rice cream) and other delicacies are given. The menus for an ordinary week are as follows :

The Menus of Meals for a Week (1)

Principal dish : Boiled rice and barley mixed. About 4.1 *gô* per day per capita, containing 2,050 calories and 46 grammes of albumen.

Auxilliary dishes :

(FIRST DAY)

Food-stuffs	Quantity	Albumen	Calories	Vitamin		
	gramme	gramme		A	B	C
Breakfast						
<i>Miso</i> (2).....	40	5.5	74			
Potato	60	1.2	54	+	++	++
Onion	40	.7	16		++	+++
Curry-powder	a little					
<i>Niboshiko</i> (3)	3	2.2	11			
Pickle, garden radish	60	.7	15			
Total		10.3	170			

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Foodstuffs	Quantity	Albumen	Calories	Vitamin		
				A	B	C
Lunch	Gramme	Gramme				
<i>Tofu</i> (4)	170	10.2	104		+	
<i>Miso</i> (2)	40	5.5	74			
Citron	a little					
Sugar	15		62			
<i>Nibosiko</i> (3)	3	2.2	11			
<i>Konbu</i> (5) <i>Tsukudani</i> (9)	10	.6	10			
Pickle, rape	40	8.8	8			
Total		19.4	266			
Supper						
<i>Aburage</i> (6)	15	3.3	40			
Mushroom, <i>Matsudake</i>	20	.6	12			
<i>Kanpyo</i> (7)	7	.4	20			
Carrot	10	.1	5	++	+++	+++
Green Peas	a little					
Soy	27					
<i>Miso</i> (2)	40	5.5	74			
Garden Radish	40	.3	8			
<i>Nibosbiko</i> (3)	3	2.2	11			
Total		12.4	170			
Grand Total		42.1	606			

(SECOND DAY)

Foodstuffs	Quantity	Albumen	Calories	Vitamin		
				A	B	C
Breakfast	Gramme	Gramme				
Garden Radish	40	.2	11			+++
Potato	50	1.0	45	+	++	++
<i>Miso</i> (2)	40	5.5	74			
<i>Nibosbiko</i> (3)	3	2.2	11			
Pickle, Garden Radish	60	.7	15			
Total		9.6	156			
Lunch						
<i>Sanma</i> (Mackerel Pike)	120	26.2	240		+	
Salt	a little					
Garden Radish	40	.2	11			+++
Soy	10					
Pickle, Rape	60	1.3	12			
Total		27.7	263			

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Foodstuffs	Quantity	Albumen	Calories	Vitamin		
				A	B	C
Supper	Gramme	Gramme				
Potato	80	1.6	72	+	++	++
Horse-meat	20	4.0	26	+	+	
Onion	40	.7	16		++	+++
Soy	10					
Curry-powder	a little					
Miso (2).....	40	5.5	70			
Rape	60	1.7	30	+	+++	+++
Nibosbi (3)	3	2.2	11			
Total		15.7	246			
Grand Total		53.1	665			

(THIRD DAY)

Foodstuffs	Quantity	Albumen	Calories	Vitamin		
				A	B	C
Breakfast	Gramme	Gramme				
Onion	40	.7	16		++	+++
Karege-fu (8)	15	5.4	53			
Miso (2).....	40	5.5	74			
Niboshiko (3).....	3	2.2	11			
Pickle, Rape	40	.9	8			+
Total		14.7	162			
Lunch						
Beans	20	7.8	82	+	+++	
Konbu (5)	10	.7	20			
Carrot	10	.1	5	++	++	++
Horse-meat	20	4.0	26	+	+	
Soy	15					
Sugar.....	10		41			
Oil	2		20			
Total		12.6	194			
Supper						
Sardine	120	26.1	180	+		
Soy	15					
Sugar	10		41			
Ginger	a little					
Miso (2).....	40	5.5	74			
Potato	60	1.2	57	+	++	++
Niboshiko (3).....	3	2.2	11			
Total		35.0	360			
Grand Total		62.3	716			

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(FOURTH DAY)

Foodstuffs	Quantity	Albumen	Calories	Vitamin		
				A	B	C
Breakfast	Gramme	Gramme				
Potato	50	1.0	45	+	++	++
Cabbage	40	1.2	20	+	+++	+++
Miso (2).....	40	5.5	74			
Niboshiko (3).....	3	2.2	11			
Pickle, Plum.....	20		8			
Total		9.9	150			
Lunch						
Dried Buckwheat	30	2.8	90		+++	
Aburage (6)	15	3.3	40			
Horse-meat	20	4.0	26	+	+	
Onion	80	1.3	24			++
Pepper	6		20			
Curry-powder	a little					
Soy	20					
Sugar	2		4			
Total		11.4	204			
Supper						
Taro	120	2.2	84			
Citron	a little					
Miso (2).....	40	5.5	74			
Niboshiko (3).....	3	2.2	11			
Sugar	10		41			
Miso (2).....	40	5.5	74			
Rape	60	.8	6			
Niboshiko (3).....	3	2.2	11			
Total		18.4	301			
Grand Total.....		39.6	655			

(FIFTH DAY)

Foodstuffs	Quantity	Albumen	Calories	Vitamin		
				A	B	C
Breakfast	Gramme	Gramme				
Taro	60	1.1	42			
Tofu (4).....	70	4.9	42			
Miso (2).....	40	5.5	74			
Niboshiko (3).....	3	2.2	11			
Pickle, Garden Radish & Rape	60			+++		+++
Total		13.7	184			

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Food-stuffs	Quantity	Albumen	Calories	Vitamin		
	Gramme	Gramme		A	B	C
Lunch						
<i>Sanma</i> (Mackerel-pike)	60	13.1	120			
Oil, Beans.....	10		100			
Pepper	10		33			
Salt	a little					
Cabbage	40	1.2	20	+	+++	+++
Soy	10					
<i>Niboshiko</i> (3).....	3	2.2	11			
Total		16.5	284			
Supper						
Canned Meat	20	4.3	29	+		
Burdock	20	.7	20			++
Onion	40	.6	12			
<i>Miso</i> (2).....	40	5.5	74			
Carrot	10	.1	5	++	++	++
Sweet Potato	88	.9	96			
Ginger	a little					
Total		7.2	236			
Grand Total		37.3	704			

(SIXTH DAY)

Food-stuffs	Quantity	Albumen	Calories	Vitamin		
	Gramme	Gramme		A	B	C
Breakfast						
Garden Radish.....	80	4.4	22			+++
<i>Aburake</i> (6)	15	3.3	40			
<i>Miso</i> (2).....	40	5.5	74			
<i>Niboshiko</i> (3).....	3	2.2	11			
Pickle, Garden Radish	60	.7	15			
Total		12.1	162			
Lunch						
Taro	40	.7	28			
Beans	20	7.8	82	+	+++	
Carrot	10	.1	5	++	++	++
Burdock	20	.7	4			++
Unpodded French Beans.....	20		6		+++	
Pork	20	2.8	84		+	
Total		12.8	229			

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Food-stuffs	Quantity	Albumen	Calories	Vitamin		
	Gramme	Gramme		A	B	C
Supper						
Dried Fish, flavoured by Sweet Sake	20	11.8	68			
Garden Radish.....	100	.7	20			+++
Soy	6					
Vinegar						
Carrot	20	.2	10	++	++	+++
Sugar	2		8			
Salt	a little					
Total		12.7	106			
Grand Total.....		37.7	497			

(SEVENTH DAY)

Food-stuffs	Quantity	Albumen	Calories	Vitamin		
	Gramme	Gramme		A	B	C
Breakfast						
Potato	60	1.2	54	+	++	++
<i>Niboshiko</i> (3).....	3	2.2	11			
<i>Miso</i> (2).....	40	5.5	74			
Shell-fish <i>Trukudani</i> (9)	15	2.8	11			
Chinese Rape	60	1.3	12			
Total		13.0	162			
Lunch						
Pork	40	5.6	168		+	
Soup	60					
Rouge	a little					
Salt	a little					
Onion	100	1.7	40		++	+++
Oil	4		40			
Green Peas	a little					
Tomato Sause	40	.0	8	++	+++	+++
Total		8.1	256			
Supper						
Chinese Rape	150	1.95	15			++
Cabbage	50	1.45	25	+	+++	+++
<i>Tofu</i> (4)	40	2.8	24		+	
<i>Niboshiko</i> (3).....	3	2.2	11			
Soy	6					
<i>Miso</i> (2).....	40	5.5	74			
Garden Radish.....	80	.6	16			+++
<i>Niboshiko</i> (3).....	3	2.2	11			
Total		16.7	176			
Grand Total.....		37.8	594			

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Note:—(1) An ordinary Japanese meal consists of principal and auxiliary dishes. The principal dish is generally rice boiled, but sometimes for the sake of nutrition other cereals are added such as barley. The principal dish is rather quantitative in comparison with the auxiliary dishes, which are known generally as "supplementary food."

- (2) Bean-mash salted and fermented.
- (3) Fish, boiled, dried and mashed.
- (4) Bean-curd.
- (5) A sort of weed, *Laminaria Japonica*.
- (6) Fried bean-curd.
- (7) A sort of gourd dried and shaved.
- (8) A sort of cracknel.
- (9) Boiled in soy.

TRAVELLING AND OTHER EXPENSES—As elsewhere referred to, female workers of the company return to their native place at least once a year, and stay with their parents for a considerable period. Travelling expenses on those occasions are defrayed by the management of the company. All expenses of the dormitories, including those for boarding, are also defrayed by the company, thereby economizing to the utmost the expenditure of workers and encouraging thrift.

Institutions for Education

It is one of the fundamental principles of the company that the management should be held responsible for the education of young men and women of rural households while employed at the mills. In this respect various characteristic measures are taken by the company in the spirit of the Family System.

SCHOOLS FOR YOUNG MEN AND WOMEN—The promotion of technical education is necessary for silk workers, but the educational programme of the silk manufacturing concerns include the moral training of young men and women with a view to fostering a healthy nation. Since the promulgation of the Young Men Training Centres Act in July, 1926, the company has established several training centres at its mills for young male workers, some of which were so successfully conducted as to be rewarded by the Minister of Education. As to the female workers, they have had opportunities of obtaining practical

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education since the early days of the company through various institutions such as schools, classes, lecture-meetings, moral training centres, etc., where instructions taking into account the special conditions of localities are given. Immediately following the promulgation of the Youth Schools Act of April, 1935, all schools established by the company were reorganized in accordance with the provisions of the Law, and new Youth Schools were established at the mills in order to conduct the systematic training of young men and women. Exercises and exhibitions are from time to time held in order to attain the objective in view. All expenses for those schools are, needless to say, defrayed by the company.

FOSTERING OF RELIGIOUS SENTIMENT—The Japanese people is known since the remote past as a pious people worshipping the gods and goddesses and paying reverence to the memories of ancestors. Most of the rural households from which the silk workers come are Buddhists, and naturally most of the workers adhere to the same religion. Every plant of the company has an auditorium equipped for observing Shinto and Buddhist rituals, and sermons and lectures are given with a view to fostering religious sentiment so that a warm-hearted element may be introduced into industrial life.

PUBLICATION OF A MONTHLY JOURNAL—A monthly journal, "Ito no Tomo" (Friend of Silk), is circulated free of charge for the purpose of enlightenment, self-culture and recreation of workers, exchange of information and the promotion of friendship.

TRAINING OF WOMEN TEACHERS—There is a Training Centre for women teachers or forewomen who are to give technical instructions to female workers at the mills. From among female workers those distinguished for character are selected and sent to the Centre to undergo the practical training necessary for women teachers. After finishing the whole course, they are appointed teachers at different mills, where they take the lead of female workers by virtue of their technical and personal ability.

SERICULTURAL INSTITUTE—The Katakura Sangyō Kōshūjō is an institute for training sericultural technicians distinguished for their theoretical and technical studies of sericulture. It is located at

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Kawagishimura, Suwa-gori, Nagono, and is one of the successful enterprises of the company.

LIBRARIES—Every plant belonging to the company has a library where a collection of books and magazines are at the disposal of workers for enlightenment, self-culture and recreation.

Physical Training

Physical culture of workers, together with the activities of the Health Insurance Societies, is a thing of deep concern to the management, and every kind of sport is being encouraged. The premises of a plant generally extend over an area as large as 20,000 to 80,000 *tsubo* and include gardens and out-door play-grounds. Gymnastics, baseball, tennis, volley-ball, basket-ball, etc. are being indulged in. Physical training in broad daylight is especially encouraged, and the workers show an evident joy in sports, not a few of them being excellent sportsmen. The splendid annual athletic meeting of the autumn is acknowledged as one of the routine events of the locality, while remarkable records are held by workers of the company in matches with teams outside the silk mills.

Recreation

Every plant of the company has a big auditorium with a capacity of accommodating an audience of hundreds and even thousands. The auditorium, in addition to being used as a class-room for workers, serves as a place for recreation, where, at certain periods of the year, dramatic performances, cinematographs, concerts, social gatherings and other entertainments are held. On those occasions the gay, jubilant atmosphere of the hall is a source of unending delight to the workers. As instruments for recreation, pianos, harmoniums, radio sets, gramophones, billiards, ping-pongs, "Go," Japanese chess, etc. are at the disposal of workers.

In addition, picnicing and other functions of the seasons such as cherry-flower viewing parties in spring, sea bathing in summer, maple-leaves viewing in autumn, etc. are conducted, and short trips to famous sights such as Matsushima, Nikko, Beppu, etc. are being undertaken for the benefit of workers.

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Fatigue Prevention

A fresh, vigorous mood is essential for good work at the mills. A feeling of ennui on the part of workers not only increases fatigue, both physical and spiritual, but also affects the quality of the output. This is the reason why every management room at the mills has a set of radio apparatus, which is connected with the loudspeaker of every workshop, and a collection of gramophone records. At the most wearisome hours of the day music or songs are broadcast, so as to renew workers' vigour and promote efficiency. They are also able to listen in to the music or songs broadcast by the radio stations at Tokyo and other places while at work.

In the gardens in the premises of the company such pets as canary-birds, pigeons, squirrels, carp, gold-fish, etc. are kept, and the workers are enabled to listen to the songs of birds while working, or during the rest-time enjoy the actions of the tiny creatures in the garden, thereby being delivered from the fatigue of arduous work and fostering a noble, artistic sentiment.

SONG OF THE KATAKURA SILK FILATURE

Words by Bansui Doi
Music by Kosaku Yamada

I

See us reeling silk, Nippon's industrial key-stone,
Adding lustre to the treasures immaterial
Of the glorious land like a rising sun majestic !
Let our calling Heaven ordained then be exalted,
And advance, with brilliant hope our bosom o'erbrimful !

II

Founded firmly on the Highland of Shinano,
Spreading branches to all corners of the country,
Farther, crossing o'er the rolling waves of oceans,
Doubling and redoubling nation's wealth, O, our Work
Be renowned in name of Katakura Seishi !

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III

Tens of thousand sons and daughters as one toiling,
Capital and Labour in amity uniting,
E'er in earnest, e'er in honesty believing,
Make our fame resound throughout all over the world !
Joy of living shared in glory, 'tis our Ideal !

WORKERS' EDUCATION AT THE SILK MILLS OF THE GUNZE RAW SILK MFG. CO., LTD.

THE *Gunze Seishi Kabushiki Kaisha* (Gunze Raw Silk Manufacturing Company, Limited) is one of the remarkable industrial concerns in Japan on account of its profession of moral principles applicable to the management of business and to the daily life of workers and office-holders of the company.

This joint-stock company with its head office and principal mills at the picturesque town of Ayabe near Kyoto was incorporated in August, 1896, as the outgrowth of a co-operative society of small local cocoon-raisers and silk mills. Originally founded as an organ for the development of sericulture in the locality with local silk-worm raisers as shareholders, it is now a big industrial concern with a paid-up capital of 15,296,615 yen, engaged in the manufacturing, knitting and weaving of raw silk and other textiles, the production of silkworm egg-cards, fertilizer, *miso* (Bean-mash salted and fermented for flavour), and soy. Besides the plant at Ayabe, it has silk mills at 34 different places of the country, including Korea, while there are a sales department, 6 depots, and 7 stations for silk-worm egg-cards. The number of reeling basins and other machines in operation are: silk reeling basins, 11,000; 2,800 spindles; 36 looms. The working force consists of about 3,000 employees and 20,000 workers. The annual output of the company is as follows:

Raw silk	900,000 <i>kan</i>
By-products	200,000 <i>kan</i>
Woven goods.....	200,000 yards
Silk-worm eggs	16,000 kilogrammes
<i>Miso</i>	14,000 <i>kan</i>
Soy	2,000 koku

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Conditions of Workers

The whole working force of the Gunze silk mills, which reached a total of 22,729 at the end of September, 1935, are classified into four grades: "staff employees," 1,884; "regular employees," 1,074; "workers," 18,931; "apprentices," 331, and temporary workers, 509. Out of the total 20,210 are females, and of the grade of "workers" only 138 are males. The number of "workers" is classified by the various processes of work as follows: a total of 14,563 are reelers, and the others being cocoon selectors, 202; cocoon boilers, 367, re-reelers, 1,811; finishers, 459 and others, 113. According to the same statement of March, 1935, the age of "workers" is as follows:

Age	13 years & over	14	15	16	17	18	19	20
Number of workers	556	1,411	2,901	3,051	2,811	2,470	1,796	1,172
Percentage	3.0	8.1	16.6	17.4	16.1	14.3	10.3	6.7

Age	21	22	23	24	25	26	27	Total	Average Age
Number of workers	674	355	143	59	36	17	63	17,515	17.6
Percentage	3.9	2.0	0.8	0.3	0.2	0.1	0.4	100	

Only 4 workers out of a total of 16,494, exclusive of Koreans, did not finish the elementary course of compulsory education in primary schools, a total of 7,829 completed a course of education higher than the advanced course of primary schools, 3,437 had finished the first year of the advanced primary school course.

The average length of service of workers at the mills is 2.5 years, the number of those continuing in employment for less than one year being 4,975, and for more than five years 1,829 out of a total of 17,515. An examination into the causes for retirement from employment during the fiscal year of 1934 shows that out of a total of 5,260 retired workers,

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including 71 dead, 1,523 left on account of marriage, while "domestic affairs" were responsible for 1,953, and ill health for 773 retirements. It is to be noted that the retirement of 5,260 for the year is out of a total of about 18,000 workers—a very high rate of turn-over.

An investigation at the end of 1935 into the occupations of the workers' households resulted in the following figures: agriculture, 14,960 or 86%; commerce and industry, 1,400 or 8%; fishery, 197 or 1% and other occupations, 811 or 5%.

These statistics show that 99% of the silk workers are daughters aged 17 or 18 years, born at farm households, who had finished the courses of primary schools, and who work during an interval until the age of marriage.

Conditions of Labour

A working-day at the Gunze silk mills is 9 hours 55 minutes, beginning at 40 minutes past six o'clock in the morning, and ending at 20 minutes before 6 o'clock in the evening, with three breaks, 10 minutes in the morning, three quarters of an hour at noon, and 10 minutes in the afternoon. During summer-time, the meal-time at noon is extended by 30 minutes and the hour of ending work is later than in other seasons.

As to holidays, in addition to three or four holidays in the month, five consecutive holidays at the end and the beginning of the year, and about two weeks at the season of replacing old cocoons by new ones are given. There is no work on the *Urabon* (Buddhist holidays for prayers for the memory of the dead), the days of the Shinto festival of the local guardian deity and the athletic meeting, etc. During the holidays and the season of replacement of cocoons, travelling expenses to and from the native villages are granted, although no wage is paid during the period.

In the following cases, holidays for specified periods are granted:

- (1) Not more than 5 days while in mourning at the death of parents, wife, husband or children.
- (2) Not more than 5 days at marriage.
- (3) The day of physical examination for conscription and the annual roll call.

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- (4) During periods of isolation on account of epidemics.
- (5) Not more than 5 days when affected by natural calamities.

In these cases, the days spent in travelling are not counted as "absence".

At the mills of the Gunze filatures there is no night work, and the average number of working days per year is 340.

Wages

Wages for the month are paid in cash on the 10th of the next month.

In calculating the rates of wages for reelers, workers are divided into two grades: skilled and apprentices. The standard day rates of wages are fixed by adding the daily additional percentages, calculated by assessing the results of work for a month ending a fortnight ago, to the daily basic rates for the month. The standard rates are published on the 1st of every month. In case of the period of assessing being less than ten days, the day rates for the previous month are added instead of the day percentage.

The initial pay for outside workers of apprentice grade of ability is fixed at 25 sen and more, according to experience and age.

The basic day rates for skilled reelers are as follows:

Length of service	1 year & over	2 years & over	3 years & over
Basic day rates	20 sen	23 sen	26 sen
Length of service	4 years & over	5 years & over	6 years & over
Basic day rates	30 sen	35 sen	40 sen

Note: For female workers apprenticed outside the mills, basic rates of 15 sen to 40 sen per day are fixed according to experience, capacity and age.

Additional percentages of not less than 25 sen are calculated by assessing the results of work and added to basic rates.

Wages for apprentices vary according to length of service. For apprentices, whose degree of education is higher than the advanced course of primary schools, and who have continued in employment for

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three months, standard rates of not less than 23 sen per day are fixed according to the degree of education, age and the results of entrance examination. Apprentices, whose length of service is less than one year, receive, from the fourth month of employment, the basic day rate of 15 sen plus the average additional percentage of not less than 10 sen per day assessed by the same method as in the case of skilled workers.

Wage for workers other than reelers are paid monthly on a day basis by fixing the rates according to age, length of service, capacity and conditions of work.

For overtime work, the additional percentage per hour is increased by 40% during hours from 9 to 12 o'clock in the evening, and by 60% for night work from 12 to 6 o'clock in the early morning. Besides, certain extra rates are added in case of specially hard work.

On days, when incidentally there is no work owing to circumstances of the mills, allowances equivalent to from 50% to 80% of wages are given, provided the interruption of work is not caused by natural calamities or the workers themselves.

All workers of the Gunze mills live in dormitories, where lodging and boarding are at the expense of the company, although during the periods of sickness, injury or confinement under the Health Insurance Act, fees for boarding are paid by the beneficiaries. Female workers are privileged to return to their native place once a year at the expense of the company, while the company also pays the net expenses of travelling in such cases as stipulated by Law. All workers must contribute as members of the Gunze Health Insurance Society. They also pay for their own overalls and other working dresses.

Bonuses are granted in addition to wages in the following cases :

(1) The equivalent of 5 to 10 per cent. of annual earnings at the end of every fiscal year, when there is a profit.

(2) The equivalent, either in cash or in kind, of 3 to 12 days' wages for diligent workers, without record of absence during one or all of the three periods into which a year is divided, or those whose record of absence is not more than 5 days for the year ; and,

(3) A mirror-stand in recognition of 4 years' continued service,

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a cabinet in recognition of 6 years' continued service and a set of cushions for squatting in recognition of 8 years' continued service.

The system of retirement allowances of the company is applicable in the following cases :

- (1) Discharge on account of unfitness for work ;
- (2) Discharge on account of inability of work resulting from injury, disease, or weak physical constitution ; and
- (3) Discharge on account of the circumstances of the company.

No retirement allowance is given in the following cases :

- (1) Discharge necessitated by the mills being unable to continue work on account of calamities or disturbances ;
- (2) Discharge on account of long continued absence, excepting cases of occupational disease and injuries ;
- (3) Dismissal as a disciplinary measure ; and
- (4) In case of "salaried employees," who have received a monetary reward in recognition of their service.

The rates of retirement allowances are as follows :

Length of service	Allowances equivalent to Wages	
	On Monthly basis	On Day basis
Less than one year.....	25 days	17 days
1 year & over	40 "	25 "
2 years & over	50 "	35 "
3 years & over	60 "	45 "
4 years & over	70 "	55 "
5 years & over	80 "	65 "

Daily earnings of a worker at present vary from a maximum of 2 yen to a minimum of 20 sen, the average being 55 sen, not including allowances and cost of boarding and lodging at dormitories.

Personal Management

In the field of personal management at the mills of the Gunze Raw Silk Manufacturing Company, there are no special provisions except the following section of the Workers' Service Regulations, which reads :

GUNZE SILK MILLS

“Workers, in compliance with the precepts of the company, shall observe strictly the regulations, obey the directions of superiors and, by uniting their efforts, strive diligently to do their duties.

“Workers shall live in dormitories, except that in special circumstances they may live outside the mills.”

At the mills the grade of “staff employees” consisting of Superintendents, Assessors, and Forewomen headed by a Chief of the mills is held responsible for technical guidance and personal management, while those engaged in manual labour are on an equal standing with one another, uniformly belonging to the “workers” grade. There has never been a trade union based on a class bias, nor was any mill ever invaded by outside trade unionism. The few industrial disputes ever experienced were sporadic ones at the mills in Korea, resulting from certain misunderstandings caused by difference of language and having no connection with any social movement or trade unions outside the mills.

At the Gunze silk mills, as in other big industrial concerns in this country, a considerable sum of expenditure is annually defrayed from the overhead costs for various measures of welfare work, such as entertainments, gardening, friendly benefits, etc. Besides, all net profits of the provisions shops at the mills are spent on workers' recreation. Rules on the relief of workers provide for the granting of specified benefits for occupational disease, injury and death, certain sums of money being granted even at the death or in case of accident of members of the workers' family. A Health Insurance Society under the Health Insurance Act is established, which supervises all activities for the promotion of the workers' health. Thrift is encouraged, and from 5 to 10 per cent. of the wages are compulsorily saved as a reserve fund at an annual rate of interest of 6%, while any amount of wages may be deposited voluntarily at an annual rate of interest of 5%. There is a hospital at the central office of the company and a medical consultation office at every factory. 5 hot-spring resorts, a sanatorium and 4 quartz-lamp rooms are in course of construction at an estimated expenditure of about 220,000 yen.

The most remarkable feature, however, in industrial relations obtaining at the Gunze mills is found in the educational institutions.

INDUSTRIAL RELATIONS IN JAPAN

The Spirit of the Foundation, the Precepts and the Educational Activities

The fundamental principles for the management of the Gunze Raw Silk Manufacturing Company are found in the spirit of its foundation and the precepts enforced at the mills. The educational activities based on these principles are a powerful influence on the mind and work of the workers.

The mission of the company from its inception was to be an agency for the development of sericulture in the locality and promote common weal of cocoon-raisers and silk reelers. Shareholders are recruited from among local silk-worm raisers and workers. Hence, internally, any distinction between employer and employed is ignored, while externally, in transactions of cocoons, any attempt at exploitation of the local silk-worm producers is rejected. This state of things has undergone some changes as a consequence of the expansion of the company, but the spirit, which animated the founders of the company, is preserved intact, and, so long as the working force of the company is inspired with this spirit of the original sponsors, the mills cannot be affected by class antagonisms, and the whole company is like a happy, peaceful family.

An English version of the precepts, which are a statement of the fundamental guiding principle of the company, reads :

“Ever adhering to Truthfulness,
Revering the Divine Law of Perfection,
Always humble and austere,
We pray for and strive to practise :
The perfection of our Faith ;
The perfection of our character ;
The perfection of our work ;
And the perfection of what service we can render.”

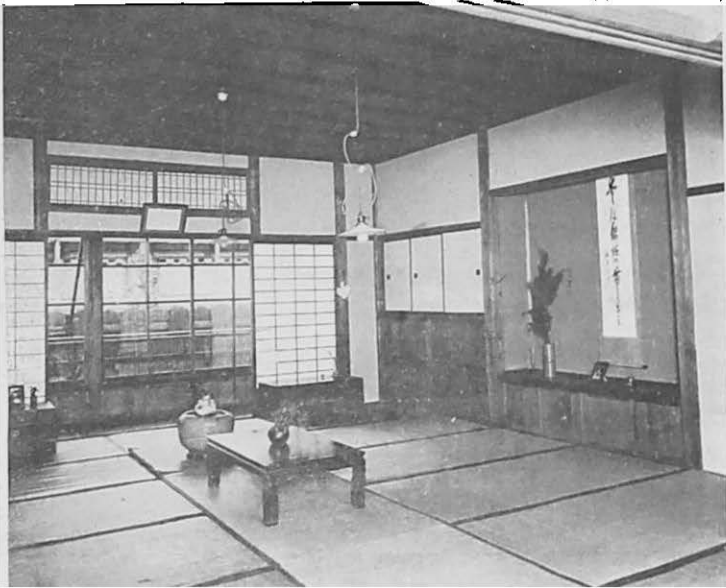
Compliance with these precepts is required explicitly in the Regulations and Rules of Employment, and it is not only the fundamental principle to be adhered to by every worker of the mills, but also the basis on which Gunze's educational activities are founded. It embodies a great ideal which the whole working force from the President to the



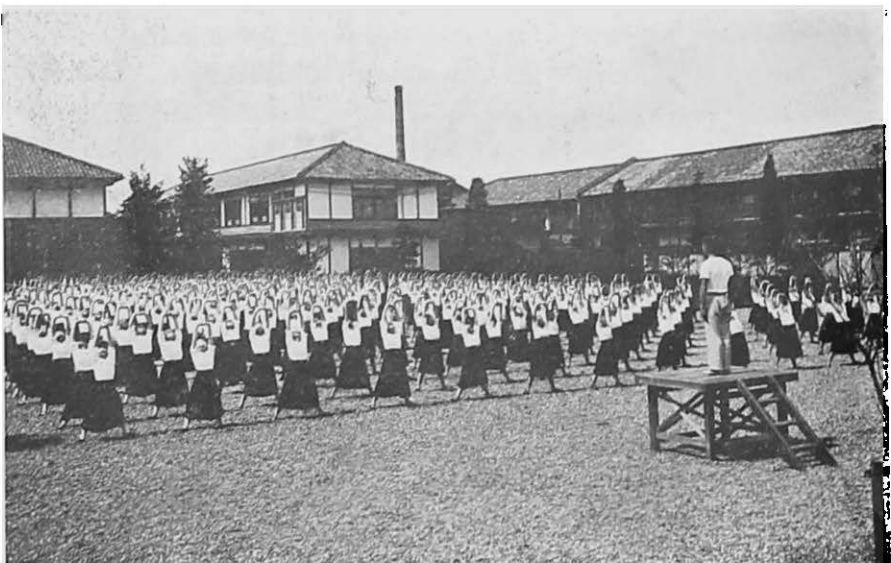
A Dining Hall of Gunze Silk Mills



A Reading Room of Gunze Girls' Dormitory



A Living-Room of Gunze Girls' Dormitory



Gymnastics at Gunze Silk Mills

GUNZE SILK MILLS

lowest grade of manual worker, should cherish in their efforts for the perfection of their personality.

The educational institutions of the company boast of a history dating back from the early days of the company in 1896, when, in consideration of the importance of education for girls, a class was organized for practical lessons on morality. In 1897, reading and arithmetics were added and in 1903, sewing lessons started. In 1909, Mr. Shinsui Kawai was commissioned with the task of devising a system of education, and as a result the policy for workers' education was firmly established. Since then the system of education has been constantly improved and extended both in scale and substance.

The educational activities conducted by the company, unlike the ordinary education of factory workers, are not conceived as a measure of personal management, but without regard to profit or loss, and aim at the development of individual personality. They are carried out not only at the mills, but extend to the homes of workers and even of cocoon producers connected with the company.

Theoretically the following three methods of education are adopted:

(1) Personal influence. This is the ideal stage of education in which the teachers themselves by self-culture and training become model personalities, and, without resorting to speech, exercise personal influence to the improvement and perfection of students' characters.

(2) Practical Lessons. The teachers, by their own behaviour and conducts, instruct and take the lead of students.

(3) Lectures.

Actually, the education activities are conducted along the following lines:

(1) Education for office-holders and general workers

(a) Members of the Board and Chiefs of Section, Branch Offices and Depots meet once a week for education.

(b) The chiefs or managers of the mills, together with members of the Board and chiefs of Sections, Branches and Depots, meet seven times a year.

(c) Those responsible for education at the mills meet six times a year.

INDUSTRIAL RELATIONS IN JAPAN

(d) Technical superintendents and managers meet five times a year.

(e) Superintendents of raw material and managers meet thrice a year.

(f) Other meetings for employees of the sections for general affairs, health service, kitchen, physical training, raw materials, accountants and personal affairs, forewomen, nurses, engine men and doctors.

(g) Classes for new employees. Classes are organized twice a year for new employees in order to enable them to understand thoroughly the spirit of the precepts and to obtain a rough idea of the management of the company.

(h) Staff employees' monthly meetings for moral training.

At all these meetings, the chief of the Education Section explains the precepts and lectures on morality before proceeding with current matters.

(2) The *Seishū Gakuin*

For the purpose of culture and enlightenment, a school for girls was established in March, 1917, which after reorganization in August, 1923, is now called the *Seishū Gakuin*.

This school is divided into the following different courses :

(i) Normal Course for training teachers and other men and women responsible for education at the mills. The school-term for male students is six months or more, and for female students one year, with an obligatory term of service of 2 years for the latter. Those who have completed a course of education higher than colleges, and educationists or ecclesiastics voluntarily offering their service as teachers at the mills are admitted as male students, while women who have completed the secondary course of education are admitted as female students.

(ii) Technical Course for training technicians of the mills. Male workers, who finish the advance course of primary school education, and have been employed for not less than two years, are admitted as students. The school-term is one year with an obligatory term of service of 3 years. The curriculum includes, in addition to civics, languages and mathematics, all those technological sciences necessary for the technician of a silk mill,

GUNZE SILK MILLS

(iii) Forewomen's Course for training forewomen of the mills. Students of this course are selected from among female workers of the mills or those with suitable qualifications, and are admitted for a school-term of six months with an obligatory term of education of 2 years. The curriculum, besides practical lessons on silk manufacturing, includes lectures on morality, etiquette, Japanese language, sewing, gymnastics, music, etc.

iv) Workers' Course for training female mill workers. Those among the workers who have completed the advanced course of primary education or have the same qualification are admitted for a term of from 3 to 4 months according to processes of work ; they are under obligation to serve at least 3 years at the mills after their graduation.

3) Gunze Midwifery and Nursing School

This school was established for the training of nurses for the hospitals and mills of the company. Women with an education higher than the advanced course of primary schools are admitted to the course for nursing, while the midwifery course is open only to those who have finished the course of nursing. The school-term of both courses is 2 years.

4) Education at the mills

Education is carried on in accordance with the fundamental principles of the company by superintendents of education and teachers under the control and direction of the manager of each mill.

The programme of education at the mills consists of the following items :

a) Moral Training at the gatherings of staff-employees, male inmates of dormitories, forewomen, heads of boarding rooms and female inmates of dormitories under the direction of the Superintendent of Education or chief of the mill. It is in this phase of education that personal influence rather than verbal lectures are emphasised.

b) General Education. For male workers, an evening school and a Youth School are established. The former is held in the evening after the day's work, and is attended by the inmates of the dormitories. The Youth School was originally inaugurated as a Young Men Training Centre under the Young Men Training Centres Act in 1926, but was

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reorganized in April, 1935, in accordance with the provisions of the new Act, so that all young workers of not less than 12 years must enter it.

For female workers, there is a class for apprentices for a term of from 3 to 4 months, where the school day begins at 8 o'clock in the morning and ends at 5 in the evening, or, on days for practical lessons, from half past 6 in the morning to half past 5 in the evening. All mill girls have to attend on the morning of their public holidays, given thrice or four times a month on a rotary system, taking lessons in sewing, morality, music, gymnastics, etiquette, cooking, flower-arrangement, etc. From time to time other classes are held for female workers, especially during the rest period in spring and autumn or during the month preceding marriage.

In 1925, a special section for education was organized at the head office of the company, which deals with affairs related to education such as the direction of educational activities in and outside the mills, the propagation of the fundamental principle of the company, the management of the Youth School and the Students' Moral Training Centre, the enlightenment of members of workers' families, etc.

It is noteworthy that these educational activities are not confined to the premises of the Gunze mills, but are carried on outside the mills by appointing and despatching lecturers or organizing classes for the general public. Thus, they aim at an objective far wider in scope and more comprehensive in substance than mere culture and enlightenment of the workers employed by the company, and the precepts are expounded with religious fervour as a canon governing the conduct of life in general.

INDUSTRIAL RELATIONS AT THE COTTON MILLS OF THE TÔYÔ SPINNING COMPANY

THE *Tôyô Bôseki Kabushiki Kaisha* (East Asiatic Spinning Company) was founded in June, 1914, as the result of amalgamation of two of the oldest cotton mills with modern equipment, the *Osaka Bôseki Kabushiki Kaisha* incorporated in 1882 and the *Miye Bôseki Kabushiki Kaisha* incorporated in 1886. After seventeen years of continual development, the new company merged with the *Osaka Gôdô Bôseki Kabushiki Kaisha* in March, 1931, and became the largest cotton spinning concern in the world with a stock-capital of 70,975,000 yen (55,975,000 yen paid up), and an aggregate working force of 41,000 under President Fusajiro Abe. The company is engaged in the manufacture and sale of cotton, silk, rayon, woollen and other goods. The number of factories belonging is 40, consisting of 33 cotton spinning mills, including 16 where weaving processes are also pursued, 3 rayon mills, 2 manufacturing mills, 1 silk mill and 1 woollen yarn mill. The capacity of production of the company is as follows :

Cotton spinning	1,510,912 spindles
Silk yarn, including pongee	52,716 „
Woollen yarn	16,750 „
Weaving machines	17,813 looms
Throwing machines	259,124 spindles
Rayon machines	31,848 „
Monthly output of bleaching and dyeing machines	6,500,000 yards

Condition of Workers

The aggregate total of working men and women of the company, 41,549, is classified as follows: 1,749 staff-employees; 6,300 male workers and 33,500 female workers. Out of a total of 6,300 male workers, those under the age of 20 are only 1,874 or 29.75%, the rest

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being of ages ranging from 20 to more than 40 years.

As regards female workers, a total of 12,563 are less than 15 years old, and 16,800 less than 20 years old, 87.65% being thus of minor age. Of the older female workers a great majority or 2,952 are less than 25 years old, the number of those older than 30 years being only 745.

The aggregate total of workers as classified by processes of work is as follows :

Processes	Male Workers	Female Workers
Cotton spinning	1,997	20,447
Silk yarn	209	2,182
Woollen Yarn.....	108	438
Weaving	721	6,928
Rayon	2,013	2,570
Manufacturing	108	82
Motor	414	—
Foremen and women.....	730	853
Total	6,300	33,500

Although degrees of education vary, those who have finished the advanced course of primary schools are alone employed as male workers and, after being employed, they must complete the courses of a Youth School and other training centres at the mills. A majority of female workers, 24,154 or 72.10% of the total, have finished the elementary course of primary education, while the number of those who have passed the advanced course of primary schools is 5,762 or 17.20%. All female workers must enter the Female Youth School of the mills.

Conditions of Labour

A working day at the mills of the Toyo Spinning Company is 9 hours, including 30 minutes of rest-time, and work is done under a two-shift system, one shift beginning at 5 o'clock in the morning and ending at 2 in the afternoon, and the other from 2 o'clock in the afternoon until 11 in the evening, excepting those engaged in such jobs as the preservation of machines, cleaning, etc., whose absence does not interrupt the continuous operation of machinery, and whose work begins at 7 o'clock every morning and ends at 4 in the evening.

Vacation is allowed at the end and the beginning of every year,

TOYO COTTON MILLS

on Sundays, national and local holidays. On ordinary rest-days which are given about four times each month, workers alternate their shifts. In addition, the following holidays with allowances equivalent to wages are granted : (1) in case of workers' marriage, 3 consecutive holidays ; and (2) in case of the death of workers' relative, 1 to 5 consecutive holidays.

In case of male workers being mobilized under the Mobilization Act or going to the front, a month's wages plus allowances ranging from one-fourth to the whole of the specified sums are given as farewell money, while during their absence on account of manœuvres, the annual roll call or physical examination for conscription the equivalent of 30 to 60 per cent. of wages are allowed.

Allowances are also given in case of absence on account of isolation forced by epidemics or in consequence of vaccination.

All workers of the " staff-employees " grade are granted an annual period of 10 consecutive holidays with pay, and those engaged in the same work as " staff-employees " 6 consecutive holidays with pay.

The number of working-days per month is on an average about 26.

Payment of wages is made on the basis of monthly, daily or piece rates.

For all workers excepting those under special legal protection, overtime rates of 12 to 18% per hour are paid in addition to ordinary wages for work on holidays or in excess of the ordinary working-day.

The minimum rates of wages for male workers on the day basis is 65 sen, and for female workers 40 sen, while wage rates are advanced by 2 to 5 sen every month or every second month.

A bonus is granted at the end of every half-year according to the profit of the company to those workers whose length of service is not less than 6 months. Those who retire after 2 years and more of continuous service or those discharged on account of the circumstances of the company are granted a considerable retirement allowance according to length of service.

Personal Management

The head or manager of every factory, and the Personal Affairs Division of the mills are held responsible in matters relating to employ-

INDUSTRIAL RELATIONS IN JAPAN

ment and discharge, education, the calculation of wages, dormitories, tenement-houses, safety and other measures for the workers' welfare. Health conditions at the mills are supervised by the lay and medical staff attached to the mills for the benefit of workers, while the technical management is entrusted to staff members of the technical departments of the central office as well as to technical superintendents at the various mills.

At every factory of the company, a branch of the Association of Soldiers on the Reserve List is organized for the purpose of promoting the Samurai spirit in accordance with the Imperial Rescript and setting an example of good morals to the community. A considerable portion of the expenditure is disbursed by the company, and a reserve fund is kept at the branches.

Other organizations formed by workers of the company are the Moral Training Society, the Healthy Women's Association, the Buddhist Association and groups for culture, the company contributing annually on a generous scale.

For the purpose of an exchange of views and in order to promote mutual understanding between the management and the workers, a head for each of the rooms in dormitories is elected from among the inmates, either male or female. Once a month they meet in conference with the manager of the factory, the chief of the Personal Affairs Division and dormitory-superintendents with a view to effecting improvements where necessary.

At the tenement-houses built by the company, representatives of the inmates are also elected, and a monthly meeting held is attended by the manager of the factory, the chief of the Personal Affairs Division and other staff-members of the Housing Division. An exchange of views on such matters as morals, health, education, safety, finance, relief, etc. of tenants is carried on in a confidential, friendly atmosphere for the purpose of promoting the welfare of the tenants' families.

Welfare Work

The most remarkable feature of the cotton industry in Japan is that 85% of the working force are female workers of 15 to 20 years who come from rural districts for a short time of employment. Hence, the



The Lounge of Toyo Cotton Workers' Dormitory



Toyo Cotton Workers' Fencing Match



A Class-room of Toyo Cotton Workers' Supplementary School

TOYO COTTON MILLS

various measures for the welfare of workers naturally stress the necessity of guardianship on behalf of these young women of marriageable age, and on measures which will contribute to the success of their married life after their return home. The welfare work of the company has been developed on these lines.

Dormitories for unmarried male and female workers have been established, where they are accommodated free of charge under the guardianship of the management of the company. In addition to living-rooms (which, in Japan, are also used as dining and bed rooms), an auditorium, class-rooms, reading-rooms, bath-rooms, toilet-rooms, washing-rooms, guest-rooms, playgrounds, gardens etc. are at the disposal of workers, and a complete outfit for sports of every description is available to make the life in the dormitories as happy and comfortable as possible.

In the dormitories for girls, besides the rooms above mentioned, there are a Buddhist sanctuary, a sewing room, a room for flower-arrangement, a room for lessons on etiquette, a tea ceremony room, a cooking room, etc. for the free use of the inmates. At shops under the direct management of the company, the daily necessities and toilet articles are sold at cost prices.

Married workers are provided with tenement-houses at low rates of rent. Tenement-houses include a common bath-house, provisions shops, crèches, kindergarten, vegetable garden, water supply, a club-house, etc. for the security of life and recreation of the workers.

At the dining-halls under the direct management of the company for use of the inmates of dormitories and tenement-houses and workers coming from outside, meals are prepared with a view of promoting the health and nutrition of workers. Considerable financial assistance is extended by the company to enable the halls to serve meals at very low rates. There are also cheap dining-rooms for the convenience of workers and their family relations.

RELIEF AND ALLOWANCES—The company extends relief to workers in case of old age, disease, injury and accidents, during period of rest and in case of death.

Another series of measures are the Rules for Workers' Emer-

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gency Special Credit, the Rules for Workers' Credit and the Rules for Special Relief which provide for financial assistance to workers in case of unexpected disasters. In these cases, a considerable sum of money is either lent free or at a low rate of interest, or given as a grant according to circumstances.

Workers, who are injured while at work are offered an opportunity for rehabilitation according to the degree of the injury and, after occupational re-education, may gain security for their future livelihood. During the period of re-education, which generally extends from one to 2 years, school expenses are defrayed by the company and a considerable allowance is granted in addition.

EDUCATION—At every factory a Youth School under the provisions of the Youth School Act is established for general education and the training of young workers, both male and female, at the expense of the company. The school-term for male workers is 5 years and the curriculum consists of the following subjects: morals, civics, Japanese language, arithmetics, writing, occupational guidance, military training, etc. The term for female students varies from 4 to 5 years, and the curriculum includes morals, civics, Japanese language, arithmetics, writing, domestic management, sewing, etiquette, agriculture, composition, tea ceremony, flower-arrangement, cooking, etc. For female students, a printed series of lectures for the practical course of the Tôyô Girls' High School written by specialized educationists are prepared and sold at cost prices.

A Training Centre was early established by the company at Uji-Yamada, Miye, where talented male workers, selected from among the workers of all mills are allowed to pursue theoretical and practical studies on spinning, weaving and motor-power for a term of one and a half year, during which both wages and other expenses of the students are paid by the company. The selection of the place, sacred to Japanese tradition, was made with a view to emphasising loyalty to the Imperial Household as well as the essence of national morality.

In the same city there is another school of the company for training nurses. It is a legally licensed school for nurses to be employed by the hospitals attached to the mills, where students selected from among the workers' children or female workers study for a term of 2 years at the

TOYO SPINNING COTTON MILLS

expense of the company. During the term considerable allowances are granted to the students, who after completion of the course, are fully qualified as licensed nurses.

HEALTH SERVICE—Every factory has a hospital attached to it, where the rooms for consultation and treatment, for operations, X-ray treatment, quartz-lamps, sun-rays, patients, bacteriological research, disinfection, dispensary, etc. are provided. A staff of physicians, surgeons, pharmacists and nurses are always ready for consultation and treatment of the workers and their families.

All workers at the mills undergo a medical examination periodically in spring and autumn every year. Besides, the doctors and nurses of the Health Insurance Society are at the service of the workers for consultation and guidance, while constant efforts are being made for the early discovery of disease by means of examination of external symptoms, temperature and weight.

At every factory there are grounds for baseball, tennis, volleyball and basket-ball, a room for pingpong, etc. Gymnastic, exercises, folk-song dances, excursions etc. are often held for the physical training of workers.

The establishment of sanatoriums in two of the most healthy parts of the country is under contemplation for the accommodation of consumptive patients free of charge.

In summer, lemonade and other refreshments are given during the hours of work, while in winter, a sweet soup of arrow-root starch, hot rice gruel, etc. are given after the day's work for recovery from fatigue.

RECREATION—The recreation rooms of dormitories are provided with musical instruments such as pianos, harmoniums, violins, radio sets, etc. for the free use of inmates. In these rooms are also held lecture-meetings, dramatic performances, concerts, etc.

GARDENING—As nearly all female workers are recruited in the rural parts of the country, a tract of land is set aside at the premises of every factory for gardening. During spare-time, workers engage in cultivating vegetables and flowers as a hobby and for the promotion of health.

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For tenants of tenement-houses clubs are organized, with facilities for billiards, *Go*, Japanese chess, archery, jujitsu and fencing. For skiing and hot-spring bathing another club, known as the Akakura Club has been organized with a club-house at the hot-spring resort of Akakura, Niigata, which is free for workers' use for the promotion of friendship and recreation.

An annual athletic meeting is held in which workers participate at the expense of the company. Excursions are also made several times a year.

ENCOURAGEMENT OF THRIFT.—In order to promote the habit of saving, all workers, either male or female, are granted bounties equivalent to the amount of interest on their deposits. The company takes the trouble of sending home money on behalf of the inmates of dormitories, postage being paid by the company.

Workers, who have made special contribution by completing useful inventions, designs, safety devices, etc., or by setting an example by good conduct are officially commended and awarded appropriate sums of money.

Health Insurance Societies

The company has organized societies in accordance with the provisions of the Health Insurance Act and is actively engaged in the improvement of the health of workers through grants under the Act, and through measures voluntarily adopted by the company. The development of health insurance societies has been very successful as is evidenced by the large reserved fund of 360,000 yen. In addition ¥50,000 have been carried forward to the next business term.

THE FAMILY SYSTEM AT THE COTTON MILLS OF THE KANEGAFUCHI SPINNING CO.

THE foundation of the *Kanegafuchi Boseki Kabushiki Kaisha* dates back to May, 1887. It is now a joint-stock company with a capital of 60,000,000 yen and a total of 67 factories distributed all over the country, where an aggregate working force of 6,000 male and 42,000 female workers are employed under President Shingo Tsuda. The Kanegafuchi cotton mills are remarkable for their history of progress and the development of workers' welfare, which has placed the company in the present distinguished position among industrial concerns in Japan.

The welfare measures devised by the company are in a sense the manifestation of the spirit prevailing among the staff, which is popularly known as the "Kane-Bô Grand Family System." The spirit of unity between the management and workers leaves no room for trade union activity, nor is there any trade unionist among the workers.

June, 1905, witnessed the organization of a Friendly Society at the mills for mutual aid and relief of workers in case of illness, injury and confinement. Systems for superannuation, old-age pension, sickness, invalidity and retirement were also adopted, ensuring the security of living of the workers while employed or after their retirement from service. In 1927, when the Health Insurance Act came into force, Health Insurance societies were organized, and early in 1936 the company concluded a contract for group life insurance, the payment of the premiums being borne by the company.

(The following account of welfare work at the Kanegafuchi cotton mills is extracted from a lecture delivered by Masatake Suzuki, formerly one of the managers of the company, at a session of the Production Management Lecture-meeting held in September, 1935.)

Expenditure on Welfare Work

No other industry can rival with the cotton spinning industry in the adoption of the most advanced and the most thoroughgoing meas-

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ures for the workers' welfare. This is only natural in consideration of the fact that most workers at the cotton mills are young women recruited from remote rural districts. According to an investigation made in 1932 by the Japan Industrial Club into the expenditure on allowances, recreation, health and hygiene, education, dormitories, friendly activities, the prevention of accidents, provisions, etc., at 128 industrial establishments, the outlay on health and hygiene, recreation and allowances at cotton mills stands highest with 100%, expenditure on education ranking next with a little over 90%, followed by housing and dormitories, the prevention of accidents, provisions and friendly benefits in order. In other industries such as machinery manufacturing, shipbuilding, rolling-stock and metallurgy, all items of expenditure fall below the line of 100%, while in mining, transportation and warehousing, allowances reach 100%, while other items are far below the line of 100%.

The aggregate total of funds reserved for expenditure on workers' welfare at the Kanegafuchi cotton mills is estimated at about 10,860,000 yen, almost equivalent to about 27.8% of the total paid capital.

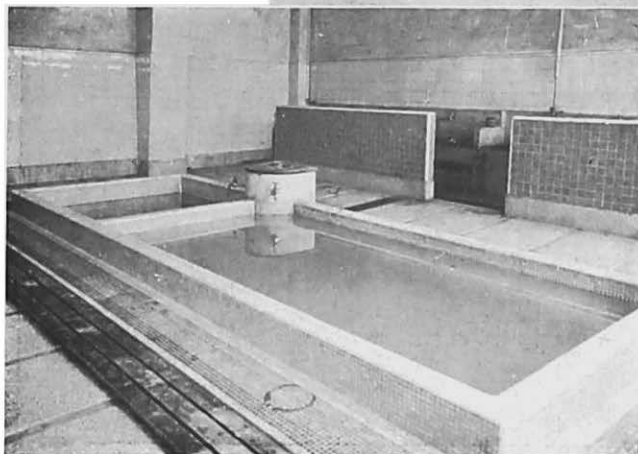
Mr. Nakakamigawa's Memorial Fund	¥ 161,112.00
Mr. Asabuki's Memorial Fund for Special Workers' Medical Services	100,874.00
Chairman Hibiya's Memorial Fund for En- couragement of Inventions and New Designs.	159,447.00
Mr. Muto's Memorial Fund for Research Work.	500,000.00
Mr. Someya's Fund for Consolation of Sick and Injured Workers	100,000.00
Workers' Hygiene Fund.....	168,351.00
Employees' Sickness, Injuries, Old Age and Retirement Pensions Fund	4,063,681.00
Workers' Welfare Promotion Fund	4,070,362.00
Workers' Relief Fund	287,573.00
Funds for Construction of Workers' Rest-homes and Sanatoriums	64,322.00
Loan Fund for Workers' Children's Education..	673,874.00
Loan Fund for Education.....	451,822.00
Other Funds.....	66,435.00
Total	10,867,857.96

Mr. Someya, one of the auditors, and four other gentlemen on the foregoing list are former members of the Board, all of whom have



**Kanegafuchi Workers'
Club and Garden,
Yodogawa**

**Married Workers'
Apartment-House,
Yodogawa**



**The Bath Room of
a Girls' Dormitory,
Yodogawa**



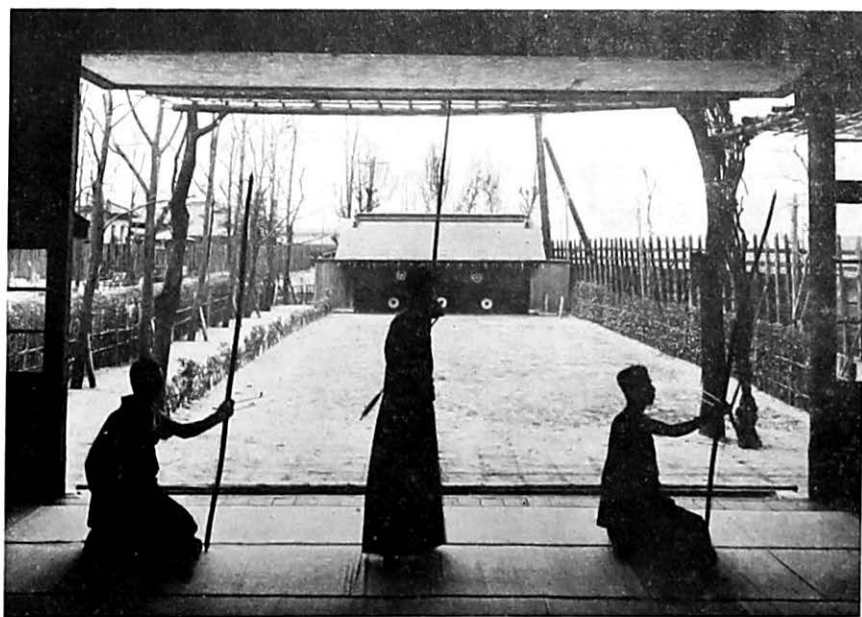
Kanegafuchi Female Workers' Dormitory and Play-ground



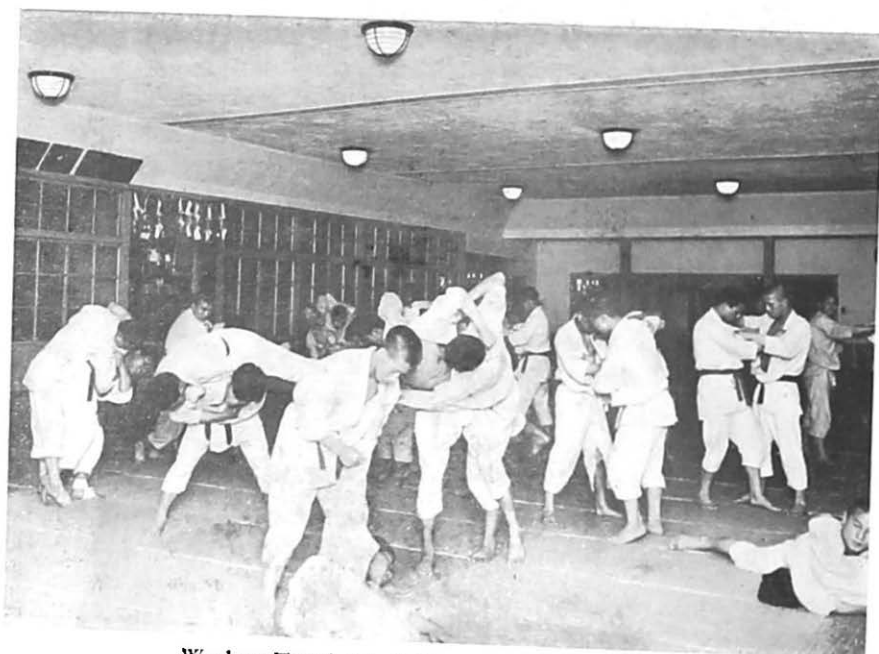
Flower-arrangement Practice in the Dormitory



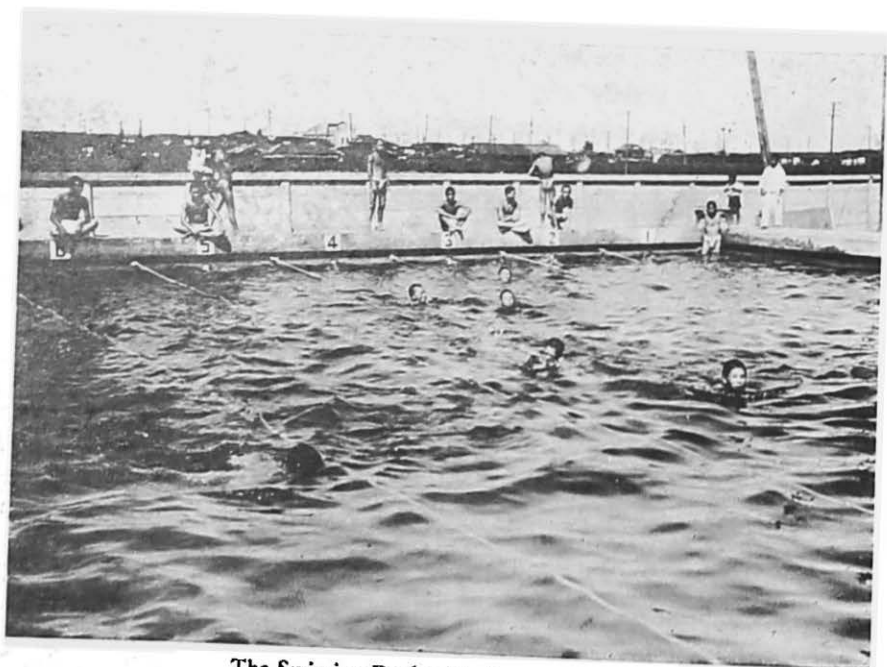
Workers' Concert at the Yodogawa Works



Workers Training in Archery at Yodogawa Works



Workers Training in Jujitsu at Yodogawa Works



The Swimming Pool at Yodogawa Works

KANEGAFUCHI COTTON MILLS

personally contributed to the expenditure on workers' welfare. At the resolute instance of the late President Muto, a stipulation was inserted in the Articles of Association providing for the prohibition of the use of Welfare Funds for expenditure other than welfare work. In addition to these funds, a considerable sum is reserved for expenditure on workers' welfare at every half-yearly settlement of accounts. During the first half of 1935, a total of about 860,000 yen was set aside for the promotion of welfare work among workers, including 383,412 yen of superannuated pensions and the relief of the families, 59,827 yen of ordinary pensions and 417,193 yen for extra allowances. Besides, considerable sums of money are defrayed from the ordinary budget of each of the branch offices.

Education

Education ranks first in importance among various welfare measures. The mill-owners consider themselves responsible for the education of their workers as guardians on behalf of the parents.

GIRLS' SCHOOL—In the premises of the mills at Kyoto, there is a girls' school attended by 1,861 out of a total of 2,250 inmates of dormitories. It takes 5 years to finish a complete course at the school, one year of the post-graduate course, and one year of the sewing course. There are 4 full-time and 9 part-time teachers, including 5 women. As the spinning mills are run on a two-shift system, instruction is given for 2 hours in the morning and in the evening for each of the shifts. The curriculum consists of morals, Japanese, mathematics, handwriting, domestic management, sewing, geography, history and natural sciences. Lessons in English or massage are also given for students of the post-graduate course. There are 8 class-rooms and 1 library, and the school-building occupies an area of 362 *tsubo*. The monthly expenses for the school, most of which comprise the remuneration of teachers, amount to about 170 yen.

Graduates of the school, after retiring from the mills, are organized in alumnae associations at their native places where they keep contact with the school through correspondence. The issue of an organ of these associations is contemplated, and a financial assistance is being extended by the company for the promotion of friendly relationships.

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between the company and its former workers.

For male workers, a Youth School is established, where a staff of 10 teachers, including 2 in full-time service, are employed and about 80 are attending.

For older workers, a cookery class is organized and practical lessons on cooking are given, though instruction is confined to the ordinary fare customary in rural households.

During the summer vacation, lessons in knitting, embroidery and other handiwork are given for female workers.

Instructions in tea-ceremony and flower-arrangement are also given at the Kyoto mills, where distinguished teachers are available for these ancient Japanese pastimes.

TECHNICAL EDUCATION—The policy of technical education is conceived on the principle that the accurate understanding of technical methods of production and the development of individual capacity are of benefit to the workers themselves. At the mills of Kyoto, there are three institutions for technical education. The first is for workers of supervisory grades, where senior workers with talent and a promising future receive technical and theoretical instruction for a term of 3 months at the expense of the company. The second is known as the Supplementary Class, and is a training centre for male workers, who have been at work for not less than 6 months. Instruction is for a term of 4 months. The third institution is for apprentices. All male workers, when starting employment, are treated as apprentices for a period of 13 days, during which they work from 6 in the morning until 3 in the afternoon for the first 6 days. The period of apprenticeship for female workers continues for 4 weeks, and during the first week work begins at 6 in the morning and ends at 2 in the afternoon. Both male and female workers during the period of apprenticeship undergo a specified term of training. The training consists of general and technical lectures, instruction on daily conduct, directions to be observed at the mills, the system of management of the company, hygiene, friendly institutions, and technical questions relating to spinning and weaving. Every day is allotted a specific subject for lectures and practical lessons. The ensuing 3 months are called period of practice, when work is done under the direction and guidance of "trainers", and during which

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period the workers undergo various tests on occasion. Those who successfully pass these tests are considered fully qualified workers. Cinematography representing in slow motion every process of spinning is used in the instruction of apprentices.

Among other educational activities carried on by the company may be mentioned the summer school for workers' children living in the tenement-house quarters, and the kindergarten with a *crèche* for workers' children. At the latter institution, a monthly fee of from 20 sen to 1 yen for the children of workers and 1.50 yen for children of the inhabitants in the neighbourhood of the mills are charged.

Moral Training

The Kanegafuchi Spinning Company attach much importance to the individual personality of workers and the cultivation of high moral character as exemplified by their motto, "Unity between Personal Character and the Quality of Products."

For the purpose of moral training, female workers are organized in a Women's Society, which is divided into the following sections: Moral Training, Library, Recreation, Physical Training, Congratulations and Condolences. Under the auspices of the Moral Training Section a meeting is held monthly, where distinguished personages are invited to lecture. Another monthly meeting is held for religious purposes such as sermons, prayers for the memory of dead comrades, etc., attended by Buddhist priests of the Nishi-Hongan Temple. On the latter occasion, all female workers assemble in front of the Buddhist sanctuary of the dormitory and, after reciting Buddhist sutras, copies of which are specially printed by the company, burn incense and sing Buddhist hymns. In this connection, mention must be made of a belfry constructed in 1934 in one of the dormitories at Kyoto, where is hung a big bell, called the Bell of Prayers. The bell is rung every morning before going to work, when all inmates of the dormitories press their hands together and pray for peace and security for the day. By 8 o'clock every evening the bell is again rung, and the workers, saying grace, go to bed.

Male workers have their own organization for moral training. This sponsors lecture-meetings, pilgrimages to Buddhist and Shinto

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shrines and other spots known for their collection of works of art. They also have a library.

Recreation

All kinds of sports are encouraged at the mills. For female workers, ping-pong, volley-ball, tennis and archery are available. A monthly meeting is held for the entertainment of workers, when cinematograph, amusing feats, music, etc., are shown. A teacher of *Utai* (singing of poems in accompaniment of *No* dances) is employed for those workers to wish to take lessons at a small monthly fee of 50 sen.

On days of festivity, including the three great national holidays, various functions are held, and twice a year, on a special Recreation Day, female workers are invited in groups to theatres, garden-parties and excursions.

A club has been organized by the male workers for the purpose of recreation, with monthly dues of from 5 sen to 2 yen according to the income of the workers, and a monthly contribution of 60 yen by the company. The club is divided into several sections such as moral training, libraries, sports, music, fine arts, etc. Baseball, tennis and ping-pong matches are held between teams organized by workers of the company or with those of other companies.

Clothing and Meals

Workers receive their overalls and other working dresses free of charge, other kinds of clothing, bedding, etc., being sold at special shops at cost prices.

The belongings of workers entering the company are insured for against fires. Washing is done at a laundry at the mills free of charge.

The Kanegafuchi mills are well known for their big dining-halls for workers, although at present such big dining-halls are by no means rare. The workers' dining-hall at the Kyoto mills has a dimension of 660 *tsubo*, containing 280 square laquered tables and 1,121 stools. Fees for meals is 18 sen per day for male workers, 14 sen for female workers and 22 sen per day for staff-employees. These are purely nominal fees, as the company is contributing between 2,000 yen to 3,000 yen a month to make up the loss. The quantity of rice, the principal food, varies according to the season, but the workers are free to eat any

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amount of rice, pickles and salted sesame-seed. The following is an example of menus for a week in August, 1935.

	Breakfast	Lunch	Supper
11th	<i>Miso</i> soup with garden radish Pickle (plum)	Fried vegetables : Lotus. Sweet potato. Burdock Mashed radish	Boiled in soy : Onion Fried <i>tofu</i> <i>Obanakiri</i> <i>Unohana</i> <i>Miso</i> soup with pumpkin
12th	<i>Miso</i> soup with Onion Pickle (plum)	Hiroshima rape <i>Kakuge</i>	Arrow-root starch Sauce Salted salmon White gourd-melon. Salted Ginger <i>Miso</i> soup with radish
13th	<i>Miso</i> soup with Hiroshima rape Pickle (plum)	Egg-plant Pumpkin	Boiled in soy : Onion Fried <i>tofu</i> Egg <i>Miso</i> soup
14th	<i>Miso</i> soup with pumpkin Pickle (plum)	Half-dried Fish (bonite) Taro Garden radish	Herring in <i>Konbu</i> Turnip <i>Miso</i> soup with onion
15th	<i>Miso</i> soup with Chinese rape Pickle (plum)	<i>Kayaku</i> rice Soup with <i>Shirotofu</i> and Onion	Boiled in soy : <i>Hirakonnyaku</i> Fried <i>tofu</i> Garden radish Taro <i>Miso</i> soup with turnip
16th	<i>Miso</i> soup with <i>Zenifu</i> Pickle (plum)	Dried sardine Mashed radish Mashed laver	Broad beans <i>Fukujinzuke</i> <i>Miso</i> soup with Chinese rape
17th	<i>Miso</i> soup with seaweed (<i>Wakame</i>) Pickle (plum)	<i>Hiryuzo</i> <i>Obanakiri</i> Coltsfoot	Dried fish seasoned by <i>Mirin</i> Chinese rape dressed by sesame <i>Miso</i> soup with onion

At the mills of Kyoto, the circulating dining-room system is adopted, under which the inmates of one or two rooms of the dormitories cook their own food and eat at their own room instead of going

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to the dining hall. The object of this system is to avoid the monotony of meals at the dining-hall. The room in which meals under this system are provided is like a dinner party and the evening is spent in happy social gathering.

Housing

Living-rooms at the dormitories are standardized with a dimension of 15 *tatami* or mats. The buildings are in wood or re-enforced concrete. For the convenience of the inmates each room has a dressing closet, a *Tokonoma* (alcove for decoration), shelves and *tansu* or cabinets for *kimono*, and provides accommodation for 10 girls. A washing tub for every 10 inmates and a piece of board for starching cloth for every 20 inmates are provided.

For married workers, tenement-houses are built and let at low rates. Tenement-houses are of three different classes, the rent for Class A varying from 5.50 to 7.50 yen per month, for Class B from 2.80 to 3.40 yen and for Class C from 1.70 to 1.50 yen. There are also tenement-houses for higher grades of employees.

Provisions shops for daily necessities are established in the premises of the mills, and the proceeds of one of these shops at Kyoto reaches from 4,500 to 5,000 yen a month. Attached to these provisions shops are cheap dining-rooms.

Health and Hygiene

All Kanegafuchi cotton mills have their own hospital employing a full-time staff of doctors and nurses. The hospital of the Kyoto mills employs physicians, a surgeon, a dentist, 5 nurses and 5 assistant-nurses. The number of workers entering the hospital is largest in summer, although in the summer of 1934 there were only 4 patients. The chief of the mills visits the patients twice every month and makes a present of flowers. For workers suffering from tuberculosis there is a well-equipped sanatorium at Takasago, Hyogo.

Physical examination of workers is carried out twice every year, but temperature and weight are ascertained weekly or monthly. For the early discovery of disease visual inspection is resorted to.

At several parts of a mill there are the first-aid boxes containing medicines, bandage, etc. ready for urgent treatment of injured or sick

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workers.

Relief and Protection of Workers' Families

Various measures for relief in case of injuries and sickness, either occupational or non-occupational, have been adopted by the Kanegafuchi Spinning Company. The most commendable one on which the company prides itself is the Kanegafuchi Friendly Society, inaugurated in 1905, which is an adaptation of the system at the Krupp Works in Germany. Since its inception, friendly activities had been continued under the system until the promulgation of the Health Insurance Act, when, in order to avoid duplication, the Friendly Society was continued only as a supplementary agency dealing with matters outside the purview of the Health Insurance Societies, and the contributions by workers discontinued. The old Friendly Society has at present a reserve fund amounting to more than 1,440,311 yen, which is sufficient to cover the benefits for those who can no longer claim relief under the Health Insurance Act. Injured workers are thus given the benefit of the Friendly Society in addition to the regular rates stipulated in the Rules for relief adopted by the company. Besides, the late Asabuki's Memorial Fund is resorted to in case of death, or retirement on account of sickness of workers whose length of service at the mill is comparatively short.

There are other relief measures such as financial assistance to poor workers, funeral benefits on the death of members of workers' families, and the relief of former employees and their families who are in distress. The *Kyusai In* is an asylum for former workers who are destitute without any kin to take care of them.

Other Welfare Measures

For the welfare of members of workers' families, there is the Children's Nursery Fund, from which a monthly sum of 2 to 4 yen is granted to those workers, who have to leave their children at some crèche while working at the mills.

Workers, who are mobilized into the army or navy, are entitled to half a day's wages, while those paid on a monthly basis are given half a month's wages, or, if they happen to work even for a single day, the whole monthly pay. On the day of the annual roll call, if

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workers attend the mills even for a short time, the day's wages are paid. In wartime, 70% of the day wages or, as in the former case, the whole monthly wages are paid. Moreover, all in these cases, half the annual bonus is also granted.

Members of workers' families are encouraged to work at home in order to face bad times without embarrassment, and home work is always offered with which they may supplement their income. The monthly payment for such home work at the mills of Kyoto averages from 600 to 700 yen, or 6 yen per family.

At the marriage of workers, grants of money specified by the Rules are given in congratulation.

For the supervision of these welfare measures a committee is appointed to ensure the best results. There are committees for relief, discipline and encouragement. At the meetings of these committees the questions at issue are discussed and reported to the chief of the mills. Prizes are awarded to those responsible for welfare work in appreciation of their efforts in accordance with provisions of the Stewards Encouragement Rules or the Nurses Encouragement Rules.

An order or instruction given by superiors must reach inferiors with due procedures, but a complaint or petition by inferiors may directly be addressed to the manager of the mills or the President of the company. In order to avoid suppressed discontent and give free play to the workers' initiative, "suggestion boxes" as devised by Mr. Butterson, manager of the National Cash Register Manufacturing Company in Ohio, U.S.A., are put at the most accessible places in the mills, the contents of these boxes being opened and disposed of by the manager.

The Kanegafuchi Family System at the Yodogawa Works

The welfare work, as understood by the Kanegafuchi Spinning Company, is a matter of the spirit rather than of form, a matter not of regulations but of practice. Welfare work is strictly kept apart from wages and salaries, which are considered remuneration for actual work. The welfare work at the Kanegafuchi mills is based upon ancient Japanese tradition expressed in the spirit of the master's gratitude and paternalism for his servants. The Kanegafuchi Spinning Company

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has long been advocating the principles of the Family System, which is also called the system of kind-heartedness. At the Kanegafuchi mills, gratuities of 2 or 3 yen are on occasion given as has since ancient times been the custom of the Japanese master of a household, even at present when the company has become a big modern industrial concern, because of its being a manifestation of the spirit of the Family System.

Mention must be made of the kind endeavours of the present President, Mr. Tsuda. It was he, who, doing away with the old custom prevalent among cotton-mill owners of paying wages in advance for travelling expenses, clothing and other preparations necessary for employment, and deducting these expenses monthly from the wages while working at the mills, proposed to pay the costs of travelling and preparation for newly employed workers and to give even a small sum of pocket-money at their entering employment. He also made it a rule to pay the travelling expenses for workers at their return home once a year, and also to present a gift to their parents at the expense of the company.

Closely associated with Mr. Tsuda's name is the plant on the left bank of the River Yodo in Osaka, of which he used to be manager, and in which the best of various welfare measures adopted by the Kanegafuchi cotton mills are consummated. The Yodogawa Works were specially constructed at an expenditure of 30,000,000 yen as a plant devoted to various branches of manufacturing other than spinning such as dyeing, bleaching, printing, cotton processing, silk re-utilizing, and woollen and artificial silk manufacturing. It is one of the largest factories in the world with the most modern equipment, having an annual capacity of output estimated at 100,000,000 yen in value. The number of workers at the plant totals 2,900, including 1,100 females. Among the white ferro-concrete buildings backed by the blue waters of the Yodogawa there are dormitories, a hospital, an apartment-house for married workers, playgrounds, a swimming pool, a park, etc.

Workers, both male and female, after 9 or 10 hours of work, spend their leisure time at the club or in all kinds of sports such as baseball, basket-ball, tennis, swimming, fencing, archery, etc., for each of which a special ground or room has been reserved. The dormitory for male workers, called the *Jijiryo*, has an accommodation for 1,400, having a

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total of 150 living-rooms in addition to the library, class rooms, waiting rooms, etc., while the girls' dormitory has a total of 135 rooms, and accommodation for 1,100, in addition to a meeting-hall, class-rooms, library, etc. In the big dining hall of the dormitories a total of 3,000 men and women can take their meal at one time. The apartment-house accommodates more than 300 households at very cheap rents. At the hospital, a medical staff consisting of 4 doctors, 2 dentists, and 14 nurses under the direction of Dr. Fujita are employed, and a total of 180 beds are installed in 22 rooms. Three wet-nurses are always employed at the apartment-house.

The most remarkable feature of the Yodogawa Works is the Kongo Kaku (Diamond Hall), one of the big meeting halls of the dormitories, where Mr. Tsuda sanctified a statue of Buddha to dedicate the hall to the Indian sage. The hall is utilized for various purposes such as marriage and funeral ceremonies, social gatherings, religious and lecture meetings, etc.

Most of the young male workers are students of a public school, Yodogawa Seinen Gakko, with which the management of the Works are keeping close contact. A special girls' school is established in the dormitory, known as the Yodogawa Jissen Jogakko, which is attended by some 560 female workers, and where 20 teachers are employed by the company.

Mr. Tsuda, being convinced that the cultivation of high moral character is essential for the best management of a factory, has adopted as the fundamental principles of workers' education as follows: (1) Self-reliance; (2) Health and Serenity; (3) Organization of a Grand Family and (4) Service to Emperor and Country through Industry. In his view, the well-being of a factory is identified with the well-being of the nation as a whole, and industrial life is inseparably allied with the moral life of the worker. He emphasizes the equality of personalities in private life in contrast with the austere order and discipline in the factory. Private life extends to the Yodogawa Club in which all employees of the plant are included.

The plant on the Yodogawa is the embodiment of the spirit of the Grand Family System advocated by the Kanegafuchi Cotton Spinning Company.

SHINRAN'S TEACHINGS AT THE COTTON MILLS OF THE JAPAN COTTON SPINNING CO., LTD.

THE *Dai-Nipon Boseki Kabushikikaisha* (Japan Cotton Spinning Co., Ltd.), founded in 1889, is one of the "Big Three" spinning concerns in Japan with an authorized capital of ¥110,000,000 (¥66,500,000 paid up) and the reserve funds of more than 62.5 million yen. It is engaged in the spinning, weaving and other processing of cotton, silk, wool and artificial fibres. Its head office is situated at the centre of Osaka, but its mills are at 21 different places, including Shanghai and Tiengtao in China, among which one at Kaizuka, Sennan, near Osaka is well known for various modern equipments. The capacity of production at those mills is as follows :

Spinning	1,107,000 spindles
Silk yard	70,160 „
Throwing	314,066 „
Weaving	13,352 looms
Artificial fibres	daily ouput 7 tons
Shanghai mills :	
Spinning	113,800 spindles
Throwing	38,000 „
Weaving	1,368 looms
Tiengtao mills :	
Spinning	101,192 spindles
Throwing	7,200 „
Weaving.....	2,160 looms

Conditions of Work

The number of workpeople at the mills of the company is 26,000, out of which 2,000 are male and 24,000 female. All workers had completed the elementary course of primary schools, and 90% of them came from the rural districts. Out of a total of male workers about

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10% earns enough to maintain an independent household, although there is almost no female worker on whose income her whole family depends.

Every working day begins at 5 o'clock in the morning and ends at 11 o'clock in the evening with breaks of 30 minutes each. And the work is continued on a two shift system, the morning shift from 5 o'clock to 2 in the afternoon and the afternoon shift from 2 to 11.

As to rest-time, 4 to 5 holidays according to the processes of work are given every month. During the period of absence on account of military affairs the full wages are paid, while for the work on rest-days the ordinary rates of wages are paid.

During the agreed period of the curtailment of production, there is no work for 4 days and nights per month in case of cotton workers or 5 days and nights in case of silk workers.

The payment of wages is made on the day basis, excepting the male workers of the supervisory grade who are paid on the monthly basis. The day wages consist of the fixed or standard rates and the piece-rates. For overtime work an extra rate of 11% per hour in addition to the day wages is given.

During the period of the curtailment of production no dismissal or rest-day without pay is enforced.

The minimum rate of day wages is 40 sen, and at the end of every third month the fixed or standard rates are advanced. In addition to the wages, the different rates of bonuses are given periodically either at the end of every fiscal term or in recognition of diligent service.

The company used to grant retirement allowances for those male workers whose length of service is not less than three years and certain sums of money varying according to the result of work for female workers in recognition of their continued service. However, a new plan of retirement allowances in accordance with provisions of the law is just under consideration.

Personnel Management

It is claimed that the company, in deciding upon the method of personnel management, takes into consideration the conditions of

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industry and working-classes in other countries, especially in England, China and India, in view of the products of the company being for export. The condition of the rural districts in Japan is another important factor taken into account, while it is hoped that the improvement of industrial relations may be made without intervention by any trade union. And as the objective of personnel management the establishment of unity between employer and employed and the promotion of the spirit of service to Emperor and country through industry are aimed at. For this purpose a Section of Personal Affairs is attached to every mill and is held responsible for personnel management. The officials of the section deal not only with ordinary industrial relations in the mills, but also with private affairs of individual workers. Under these circumstances, there has never been organized any trade union, nor is there any trade unionist among the workers.

In this connection a mention must be made of the fundamental guiding principle adopted by the company. It was about a decade ago that Mr. Teisei Matsumura, then a member of the Board of Directors, proposed to adopt the teachings of Shinran, the founder of Jôdo Shin Shû, as the fundamental principle in management of the company. Now, Jôdo Shin Shû is one of the most popular and influential denominational Buddhist sects in Japan, and its teachings, based on the faith in a Buddhist deity, Amitabha, are characterized by the spirit of devotion, gratitude and service. This spirit of Shinran's teachings is permeated either in the conduct of business or in workers' life at the mills. The Japan Cotton Spinning Co. is a unique example of an industrial enterprise officially adhering to the definite canon of an established denominational sect as its guiding principle, although workers' profession of Shinran's teachings as a denominational canon of Buddhism is not compulsory and the freedom of conscience at the mills is strictly respected.

Welfare Work

Every effort is being constantly made for the promotion of workers' welfare on the principle that the working place, being the

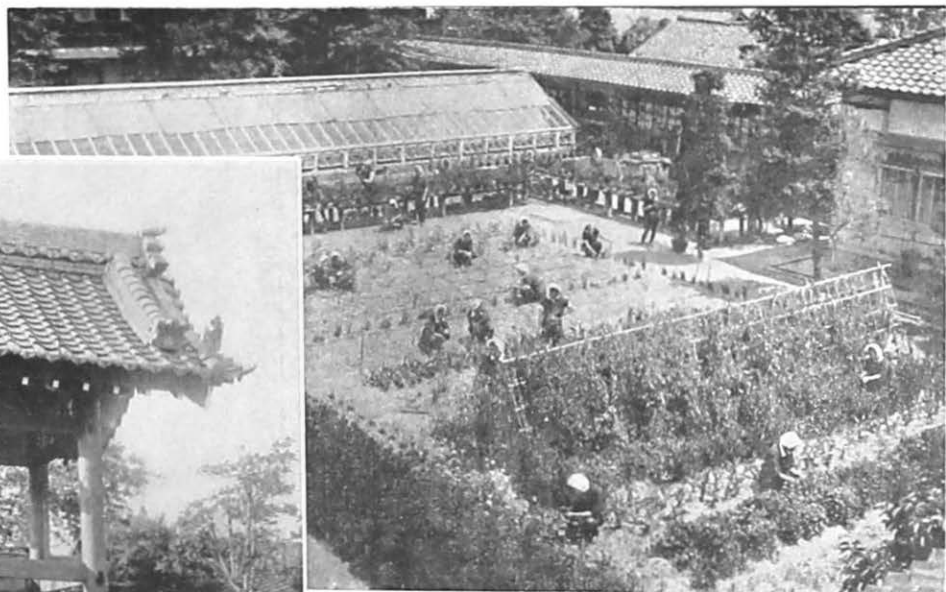
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basis of workers' life, should be improved and perfected so as to make the work and life in the mills as comfortable as possible.

In the way of workers' welfare the company adopted various measures, economic, health, educational recreational, friendly, etc.

As an economic measure for workers' welfare at the mills, the female workers are provided with dormitories and the male workers with apartment-houses, while the tenement-houses are let at cheap rents to the married male workers, where the baths and sewerage are free of charge. The inmates of dormitories, apartment-houses and tenement-houses are financially assisted by the company, as the price of their meal is cheap at the expense of the company. At the provisions shops in the premises of the mills, rice and other daily necessities are sold at cheap prices, while most of the mills have concluded special agreements with multiple-shops in near-by towns offering facilities for workers' shopping. A system of friendly benefits is also in force, while a workers' friendly society, *Shūsai Kai*, incorporated with a capital of ¥3,500,000, is expending annually a sum of about ¥200,000 for relief of workers in addition to the ordinary expenditure on relief by the company. The society is a unique institution founded by an industrial establishment, for its activities are not confined to the workers employed by the company.

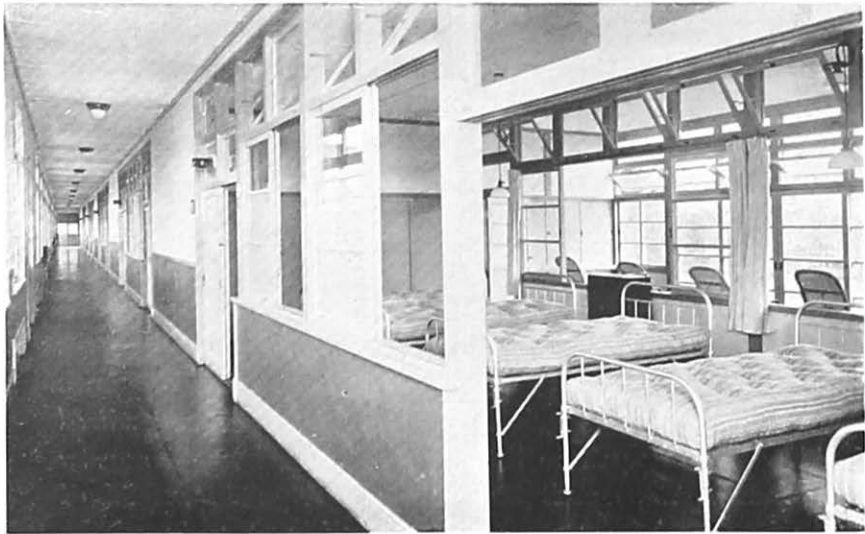
For the preservation and improvement of health of workers, every mill of the company has attached to it a hospital with a staff of doctors and nurses. The examination of workers' health conditions is periodically carried out, while the full-time nurses are employed and always ready for health service for the workers. Special care is taken for ventilation and temperature in the workshops and dormitories. All sorts of athletic sports and games are encouraged, for which purpose the Athletic League is organized by male and female workers. The athletic sports include base-ball, tennis, pingpong, basket-ball, volley-ball, archery, fencing, swimming, etc. The male workers are to practice the bayonet exercise, as they are organized in branches of the National Association of Reservist Soldiers. Every morning all workers en masse take a radio gymnastic lesson, and the practice of the National Gymnastics is also frequently held. All the mills within their premises have set aside the grounds for sports and games in



The Belfry and Gardening at Dai-Nihon Boseki Mills,
Kaizuka



Dai-Nihon Boseki Sanatorium : Entrance



Dai-Nihon Boseki Sanatorium : Patients' Ward

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addition to swimming pools.

A Health Insurance Society under the Health Insurance Act is formed. In 1935 a sanatorium with the capacity of 45 beds was established in commemoration of the tenth anniversary of the inception of the Health Insurance Society at Yamazaki near Osaka. It furnishes the workers suffering from tuberculosis with a cozy asylum, equipped with every modern requisite for recovery from the serious disease and surrounded by the beautiful scenery by the River Yodo backed by the green maintain-range of Rokko. The Health Insurance Society is co-operating with the Athletic League for improvement of physical conditions of workers, at the same time as they together are endeavouring to promote the spirit of sportsmanship rather than the rivalry among participants for prizes.

The programme of education for the mill workers includes the instructions at Youth Schools for girls under the Act of 1935, special lessons on sewing, flower-arrangement, tea ceremony, etiquette and dancing, religious sermons and lectures and the observation of the annual routine functions of Jôdo Shin Shû. In making the curriculum of the Youth Schools, attention is paid to such lessons as may prove of service for workers' domestic life when they returned home. The branches of the military and naval reservists' association organized in the mills are taken advantage of as educational institutions for male workers.

As to recreation, all dormitories are provided with every means of comfort and happiness of the inmates. Such musical instruments as pianoes, organs and harmonicas are at the disposal of workers. There are organized brass bands and harmonica bands by female workers, among whom those at the mills of Ichinomiya, Ogaki, Settsu, Tsumori, etc., are nationally known, their performance having being broadcast by radio stations. The annual athletic meeting is held at every mill in autumn, while excursions to famous places and sights, including the annual pilgrimage to the Ise Shrine, are occasionally held. In summer, workers are taken to sea-side resorts, or, in winter, they enjoy the indoor games of "Go", Japanese chess, billiards, etc. On March 3, the *Hinamatsuri* (Dolls' Festival) is held by female workers, reminding them of the dear, old folk at home. A tract of land

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is kept aside at every mill for gardening by workers.

In order to promote harmonious co-operation between management and workers, special measures are taken. The workers of the supervisory grades are organized in Groups, taking the role of spokesmen of the lower grade workers. Every room and every building of the dormitories and every block of tenement-houses have each its own head or representative appointed; those heads are organized with a view to represent the inmates. The representatives of sections of the Athletic League are also organized, while there are also formed the committees of librarians, the association of stewards of the Buddhist Women's Society, etc. Every mill has a consultation office for workers to resort to for advise on matters concerning finance, marriage, children's education, etc. These organizations are all useful for the exchange of views and the promotion of understanding between management and workers.

The company, moreover, takes steps to extend its welfare work to members of workers' families by organizing the wives of workers living in the tenement-houses, through which the prospective mothers are given facilities for employing wet-nurses, by establishing Sunday-schools and kindergartens free of fees or by letting workers' children join Boy Scouts or Girl Guides. The funds for education and protection of workers' children are reserved, and not seldom the company makes donations for relief of those rural districts from where workers came. Thrift is encouraged and the goods of domestic consumption are sold at cheap prices at the provisions shops attached to the mills.

The most characteristic, however, of workers' life at the mills of the Japan Cotton Spinning Co. is religious sentiment pervading throughout the rooms of dormitories and other workers' quarters. In the premises of the mills at Kaizuka near Osaka, there is a belfry where a big bell known as the Bell of Prayers is hung. This classic Buddhist building is a contrast with the reenforced concrete structure of the plant furnished with the most modern equipments, but it symbolizes the workers' life in the mills. At all dormitories of the company every morning the inmates assemble in a hall to observe the Jôdo Shin Shû rituals by burning incense, invoking the holy name of

DAI-NIHON COTTON MILLS

Amitabha, praying for security for the day and listening to a sermon. The same ceremony is repeated on every evening after work, when thanksgiving is rendered to the divine mercy of Amitabha. The Festival of Flowers is observed on April 8 every year in commemoration of the anniversary of birth of Gautama Buddha. During the holidays of *Urabon* the prayers in memory of the dead are offered with due ceremonies, while every evening the rustic *Bon* dance is held in the open air by workers as is traditioned from unknown past among the country folks. The annual autumnal festival of *Hô-on Kô* (Thanksgiving Mass) is devoutly observed for a week in commemoration of death of Shinran. Besides, the company invites Buddhist priests several times a month to give sermons for workers, or assists in officiating the annual routine functions of Jôdo Shin Shû.

It may be remarked that the company, in adopting these welfare measures, aims not so much at their formal perfection as at their profound effects on workers' life either at the mills or at home when they returned to their native place after finishing the term of employment.

ZENKOKU SANGYÔDANTAI RENGÔKAI

(NATIONAL CONFEDERATION OF INDUSTRIAL ASSOCIATIONS)

ITS MISSION AND ACTIVITIES

Inception

THE *Zenkoku Sangyôdantai Rengôkai* (National Confederation of Industrial Associations) was founded in May, 1931. In the autumn of the preceding year, the Government attempted to enact a Trade Union Bill for the solution of the then complicated labour problem. In those days, the labour situation in Japan was very much influenced by extremist agitation. The Trade Union Bill prepared by the Government included provisions literally translated from similar legislation enacted in European countries in disregard of the special conditions of this country. Influential industrial associations and businessmen in Japan, fearing that such legislation might prove an insurmountable obstacle to the future development of industry and the prosperity of the nation, spontaneously agreed to convoke a joint conference of all industrial associations, as a temporary defence measure. After the conference, early in 1931, it was decided to form a permanent national federation of industrial associations as a common research organ for problems affecting social, labour, economic and industrial conditions. The result was the inception of the *ZENKOKU SANGYÔDANTAI RENGÔKAI*.

Organization and Activities

In the organization of the Confederation, the whole country is divided into five regions: Northern Japan, Kanto, Kansai, Midland and Western Japan, in each of which a regional federation is formed by representative associations while a National Confederation is formed

ZENKOKU SANGYODANTAI RENGOKAI

by the five regional federations. The membership associations comprise, in addition to Chambers of Commerce and Industry, federations of trade and industrial associations, other organizations such as industrialists' societies, the *Sekitan Kogyô Rengôkai* (Coal Mining Federation), the *Nippon Kôgyô Kurabu* (Japan Industrial Club), the *Denki Kyôkai* (Electric Industry Association), the *Teikoku Tetsudô Kyôkai* (Imperial Railway Association), the *Dai Nippon Bôseki Rengôkai* (Japan Cotton Spinners' Federation), the *Teikoku Unsô Kyôkai* (Imperial Transport Association), the Nippon Portland Cement Trade Association, the Japan Paper Manufacturers' Federation, the Japan Building Contractors' Federation, etc. In all, a total of 140 representative industrial associations are affiliated with the Confederation. Besides, some 450 industrial concerns are associated with the Confederation by rendering financial assistance either as associate or regular members. Thus the National Confederation of Industrial Associations is one of the big three national economic organizations, including the Japan Chamber of Commerce and Industry and the Japan Economic League.

The programme of ordinary activities of the Confederation deals with general problems bearing on industry and the economic life of Japan. As economic problems fall under the purview of the Japan Chamber of Commerce and Industry and the Japan Economic League, the Confederation concentrates its main efforts on labour and social problems. At the central office in Tokyo, problems bearing on labour, industry and social matters are closely followed and the results of investigations published. These publications are highly appreciated as the most authentic on the subject of labour problems. In addition, the standing committee of the Confederation meets monthly in Tokyo, while each of the regional federations holds a general committee meeting monthly or bimonthly, to investigate and decide on proposals submitted for discussion. The reports of investigations are published, to provide the Government with reference data or to stimulate public opinion on questions affecting labour and industry. In the international sphere, the Confederation, in conjunction with the Japan Chamber of Commerce and Industry, recommends the Japanese delegate to the annual session of the International Labour Conference at Geneva. Besides the publication of reports, both the National Con-

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federation and the regional federations engage in positive activities, taking the lead of employers in the country. An example of such activities is the advocacy of the Group Insurance System for the working classes recently, as referred to elsewhere.

Re-statement of Industrial Relations in Japan

The Confederation has endeavoured since its inception to expound the special character of industrial and labour relations in Japan, and to persuade public opinion of the mistake of imitating measures practicable in foreign countries. The Confederation has also endeavoured to convince workers and so-called "intellectuals" affiliated with them that the idea of class cleavage is not applicable to relations between employer and employed in this country, and that Japanese industries are utterly opposed to the idea of class war. Public opinion in this country has recently undergone a change and it is now generally acknowledged that the problem of industrial relations in Japan is different from that prevailing in Western countries. Although this change may not be solely attributable to the effort of the Confederation, it may be noted that at the time of the inception of the Confederation, class consciousness and the idea of class war were strong among the working-classes, while there is now a growing tendency even among workers' organizations to recognize the need of co-operation between employer and employed and their unified efforts for the prosperity of industry. This tendency is especially evident among the Nationalist trade unions recently formed, all of which are advocating the principles which have been advocated by the Confederation for the past several years. We are convinced that the Confederation is in a special position to exercise its influence for the establishment of industrial relations corresponding to the unique character of Japan. The fundamental principles of the Confederation in dealing with industry and industrial relations are as follows :

1. Industrial relations in Japan must not be influenced by the idea of class war ;
2. The traditional relations based on morality inspired by the spirit of Japan shall be promoted and forbids the imitation

ZENKOKU SANGYODANTAI RENGOKAI

of Western institutions and the blind submission to foreign ideas ;

3. Small-scale enterprises are the axis of Japanese industry and workers there employed are an integral part of the whole nation. It is necessary to unite all efforts for their preservation and prosperity at all hazards.

The Group Life Insurance System

Group Life Insurance in this country was first introduced as recently as June, 1937, when the *Nippon Dantai Seimei Hoken Kabushikigaisha* (Japan Group Life Insurance Company, Limited) was established under the sponsorship of the National Confederation of Industrial Associations. Prior to the above date, some established life insurance companies had on more than on occasion proposed to start a group system of life insurance, but they were unable to obtain a license from the Government authorities. The National Confederation of Industrial Associations formulated a plan on a non-profit basis, which led to the establishment of the Japan Group Life Insurance Co., Ltd., the first legally incorporated group life insurance service. With a view to the healthy development of the service, the company has been granted a monopoly for the time being.

There is no doubt about the valuable contribution made to the security of living of the working-classes by the ordinary profit-making life insurance companies and the post-office life insurance service. It is, however, undeniable that these old-established insurance systems are suffering from various defects, which prevent their utilization by wage-earners and salaried employees. The group life insurance system aims at minimizing these defects, by cheapening the rates of premium, and, in disregard of conditions of health, insuring collectively all working men and women employed by the same establishment, thereby reducing the losses through default of premiums. The endeavours of the National Confederation of Industrial Associations on behalf of group life insurance were prompted by a desire to give employers an opportunity to utilize this system as the most simple form of social insurance.

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The Japan Group Life Insurance Company is a joint-stock concern, but its shares are held by office-holders of the National Confederation of Industrial Association and industrial concerns in close contact with it. Rates of dividends are extremely limited and all staff members of the management, excepting those dealing with daily affairs, receive no remuneration either in salaries or bonuses. Hence, almost all profits may be utilized for the reduction of premium rates.

SOME CHARACTERISTICS—The Japan Group Life Insurance Company concludes a contract of life insurance for a group of not less than 50 workers employed by the same company, firm, factory or workshop, mine, Government office or school for a term of one year by means of a sheet of policy with the employer or other suitable representative of the establishment as the insured party. Thus, group life insurance is quite different from ordinary life insurance in its fundamental and in procedures. The following are the most conspicuous advantages :—

1. Premium rates are very cheap.
2. Any one, without regard to his or her condition of health, is insurable.

Another feature of group life insurance is its use of an experience table specially prepared, in which the mortality rate is lower by 15 to 20 per cent. compared with that of the population table. In securing new applicants, the company employs no canvassing agents, depending upon the efforts and influence of organizations connected with the National Confederation. The elimination of canvassing expenditure is translated into lower premium rates.

The insurance policies of the Japan Group Life Insurance Company are of three different kinds, including a very remarkable one, as follows :

(i) Ordinary Group Insurance

This is a simple life insurance contract for a term of one year with stipulations for renewal, generally in use in the United States and other countries. Under this contract, the insured person, as a rule, has his or her life insured while in employment, but even after discharge the contract is in force during the remainder of the term.

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TABLE OF PREMIUM RATES FOR ORDINARY GROUP INSURANCE

(For Insurance unit of ¥1,000)

Annual payment ...	¥ 5.30	5.10	5.10	5.50	6.00	6.90	7.90	8.80
Age of Insured.....	10	11	12	13	14	15	16	17
Annual payment ...	¥ 9.50	9.90	9.40	8.80	8.20	7.90	7.90	7.70
Age of Insured.....	18	19	20	21	22	23	24	25
Annual payment ...	¥ 7.30	7.20	7.10	7.10	7.20	7.30	7.50	7.70
Age of Insured.....	27	28	29	30	31	32	33	34
Annual payment ...	¥ 8.30	8.60	9.00	9.40	9.80	10.30	10.80	11.30
Age of Insured.....	36	37	38	39	40	41	42	43
Annual payment ...	¥11.90	12.50	13.20	13.90	14.60	15.40	16.30	
Age of Insured.....	44	45	46	47	48	49	50	
Annual payment ...	¥17.20	18.20	19.20	20.40	21.70	23.10	24.60	
Age of Insured.....	51	52	53	54	55	56	57	
Annual payment ...	¥26.20	28.00	30.00	32.10	34.40	37.00	39.80	
Age of Insured.....	58	59	60	61	62	63	64	
Annual payment ...	¥42.80	46.00	49.50	53.30	57.40	61.90		
Age of Insured.....	65	66	67	68	69	70		

(ii) Group Insurance with Stipulations for Continued Service Benefits

This constitutes a mixed life and employment insurance with stipulations for additional benefits similar to discharge allowances. Under this contract, the term of insurance is one year, but for persons who have been insured for not less than three consecutive years a certain sum of Continued Service Benefit is paid.

iii) Special Contract with Supplementary Stipulations for Renewal and Sickness

Under this contract, special stipulations are added to either of the foregoing two contracts, and the insured person may renew his or her contract during the remainder of the term and for the following three years even after his or her loss of employment. Moreover, in case of sickness, the insured person is exempted from payment of premiums during the term of contract. The rate of premium under this contract is uniformly fixed at 1.10 yen per year per 1,000 yen without prejudice to the age of the insured person.

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NOTABLE RESULTS—During the short space of time since its inception the Japan Group Life Insurance Company has secured strong support from influential companies, factories and mines throughout the country, and succeeded in enlisting a total of 208 organizations as policy-holders and a total of 155,104 insured persons. An overwhelming majority of policy-holders are paying the whole or half the premium rates on behalf of the insured workers as a measure of welfare work, so that in case of the worker's death, the deprived members of family receive the insurance sum in addition to any other relief which the employer's voluntary welfare measures may involve.

The surprising development in so short a time of group life insurance and the strong tendency to take advantage of this service are evidence of the deep concern of employers in Japan in the welfare of the employees and their families.

It is a source of gratification for the National Confederation of Industrial Associations that this development is entirely due to its own endeavours. The commendable results are attested by reports of companies, factories and mines holding group life insurance policies, which emphasize the sense of security in the family life of insured workers and, consequently the promotion of unity and co-operation between the employer and employed.

CONDITIONS OF GROUP LIFE INSURANCE

At the End of May, 1936

Total sum insured	¥ 64,378,550
Number of insured persons	155,104
Number of policies	208

(1) Classified Number of Contracts

Ordinary Group Insurance for One Year's Term	190
Special Contracts wjth Stipulations for Continued Service Benefits.....	18

(2) Payment of Premiums

At Expense of Employers	122 cases for	71,708 persons
Shared by Employers and Workers	69	82,025
At Expense of Workers	18	1,371

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〔定價二圓〕

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