

Title	Redesigning jobs for a better quality of working life: the case of the Tokyo Gas Co.
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Abstract	<p>Between January 1971 and December 1972 the Tokyo Gas Co. carried out a comprehensive and successful job redesign project in response to insistent demands by its employees' union. The purpose of the project was to remove some of the causes of increasing employee dissatisfaction by redesigning jobs so as to improve the distribution of work and, in particular, to reduce discrimination in the treatment of white- and blue-collar workers. It had three unusual features. First, the job redesign process itself was based on the initiatives and active participation of the employees themselves rather than on managerial decisions. Second, the project was an extremely large-scale one encompassing the entire workforce of 12.000 employees. Third, despite this, it was completed within a two-year period. The article that follows, which has been jointly prepared by representatives of the company's management and the labour union and has the official approval of both organisations, outlines the background and course of the project and evaluates its results.</p>