

Employees

Rate of utilization of
childcare leave at domestic
offices of the Murata Group

100%

(Rate of return to work: 93%)

**Taking advantage of experience with shorter work times and
developing a smarter approach to work**

I graduated from the Department of Electrical and Electronic Engineering in the Faculty of Engineering at university and joined Murata in 2000. At the time, Murata had few positions for women engineers and mine was the first such position in my department. Given responsibility for product design, I had a fulfilling job in a situation that was in close contact with customers. But I experienced a turning point in 2004, when I came to take maternity leave in preparation for childbirth. I was anxious about whether or not I could continue to work as a career employee, but, based on the encouragement of those around me, I made up my mind to go back to work after my childbirth and childcare leave. Once I did return to my job, I worked shorter hours in order to be able to place my child in nursery school, and drop him off and pick him up each day. However, because there was now a need for me to deliver results in even a shorter period of time than before giving birth, it was necessary to arrange my work in a way that fit that situation. I experimented with different methods and groped to find the shortest distance to each goal, to extract the "wisdom" of my bosses and colleagues who were most knowledgeable about the details of each particular project. Ultimately, I realized that, depending on the approach used, it is possible to reduce the time required to achieve the same results.

My current job is to apply a load until the product is broken, and thus identify its weakness. I do the work of extracting the problem and analyzing the broken mechanism, a position that is called the "Destroyer" in our department. Although this work is not directly reflected in product specifications, by feeding back



the test results to the members of the development team, and having that lead to improvement in the quality and safety of the product, I am still supporting the backbone of manufacturing at Murata. The culture of testing until something breaks cannot be said to have infiltrated company-wide, but I am aware that it is also my role to carefully, and over time, have the knowledge and skills of a "Destroyer" take root in-house.

Along with the growth of the company, female points of view will surely become increasingly important at Murata. Compared with when I joined the company, there are now more positions for women at Murata, regardless of whether the person studied humanities or science, and they will surely increase more and more from here on. There is already a support system for women to be successful here, and I feel that we are now equipped with an environment in which we can also obtain the understanding and support of those around us in the workplace.

Though my child has now grown and I have ended my short-time work and returned to working full time, I feel that the experience that I accumulated of pursuing results in a limited amount of time is thriving even today. I think that everyone who becomes a mother and continues to work in the same way as I did may feel some concern, such as being unable to work overtime. But even at that time, I would hope that they approach their work without stressing too much, and with a feeling of gratitude for those other employees who cover for them. And, after returning to work, I would like them to continue to be active as a presence that can lead the workplace with a more efficient approach to work.

Promotion of success for women

**Being indispensable both
at home and at
the workplace.
A workplace where the
“success for women” is
expected.**

Murata Manufacturing Co., Ltd.
Process & Materials Technology Department |
New Products & Business Division
Takako Sato

**Rooting the “Murata Philosophy” in Malaysian soil
and being proud to be a member of Murata Malaysia**

As part of the company's global personnel exchanges, four of us were sent from Murata Electronics (Malaysia) Sdn. Bhd. ("Murata Malaysia") to Tome Murata in Japan. The main content of our work there involved technological development related to laminated coils, improvement of that process, reduction of defect rates, and the evaluation of parts, etc. In parallel with those technical initiatives, we participated in workshops and learned about the "Murata Philosophy". There had been almost no education at Murata Malaysia in regard to the Philosophy up to that point, so we had a hard time understanding it at first. However, we learned as we went along, and what each of us worked on every day in our workplaces led us to believe that the practice of the Philosophy, such as "enhancing technologies and skills" "applying a scientific approach" and "creating innovative products and solutions", is indeed all-important. And then, along with the techniques that we learned at Tome Murata, we took the spirit of that Philosophy back with us to Murata Malaysia. In 2012, we then launched a project to share the spirit of that Philosophy with everyone at Murata

**Number of plants in Murata Group
that held a workshop on the
“Murata Philosophy”**

Japan: **20**
Overseas: **19**



Malaysia. In addition to providing materials in the Malay language, we held a workshop on the Philosophy and a workshop in order to have the Murata brand understood better. To the original Philosophy, we added keywords that we wanted to emphasize, and summarized it all as "Murata Malaysia's Basics". That was because we, as Malaysians, thought it would be meaningful to convey the spirit of the Philosophy, as we understood it, in our own words. We received a lot of positive feedback from the employees and, now, I feel that many employees have gained pride in being a member of Murata Malaysia, the Philosophy has become the cornerstone of their behavior and judgment in their daily work, and it has led to an improvement in our work environment. Symbolic of that is the words "Thank you" now being heard often throughout the company. Saying "Thank you" to each other also increases the motivation to work. And is this not also proof that the phrase "...together with all our stakeholders, (being) thankful for the increase in prosperity" that is found in the original Philosophy has indeed spread here at Murata Malaysia?

1 Reciting the Philosophy in a morning meeting

2 A workshop on the Philosophy

Activities for Sharing the "Murata Philosophy"

**Share it with the world:
All things important are
contained in the Philosophy**

Photo (from left)

Murata Electronics (Malaysia) Sdn. Bhd.
Production Department Production 2 Section
Kok Wah Ho

Murata Electronics (Malaysia) Sdn. Bhd.
Production Department Engineering Section
Vigneswaran Subramaniam
Muhammad Ashraf Mahmud Ahmad

Murata Electronics (Malaysia) Sdn. Bhd.
Production Department
Machine Engineering & Machine Design Section
Azrul Nizam Wahed

