Recruiting diverse personnel

Murata regards diversification of methods to approach potential recruits and improving the quality of recruitment interviews as an important issue, with the aim of recruiting human resources who will support Murata’s growth.

Recruiting international students from Greater China

As our business grows, it is becoming important to recruit personnel who can connect and deepen businesses in Japan and China. Accordingly, we have strengthened our efforts to recruit Chinese international students who live in Japan. Multiple locations in China have cooperated together to conduct joint briefing sessions and interviews within Japan by local Chinese employees. As a result, the number of recruits increased significantly, to roughly triple the number in a typical year. We will analyze this year’s recruits for finding factors that contributed to increased number of Chinese employees. As a result, we have strengthened our efforts to recruit Chinese internationals in Japan and China. Accordingly, we have strengthened our efforts to recruit Chinese internationals in Japan and China. We have set a female ratio target for recruiting new personnel who can connect and deepen business ties.

Improving the quality of interviews by using NAONA

Improving the quality of interviews is an important factor in recruiting diverse human resources. We have begun to introduce NAONA, a sensing data platform developed at Murata, to recruitment interviews.

NAONA visualizes communication* by sensing factors such as the number of words spoken at interviews, tempo, and emotional values. We have learned through verification testing that promotion of mutual understanding between applicants and interviewers at interviews is affected by the way interviewers communicate.

Going forward, we will implement interviewer training programs with the aim of improving interviewers’ skills, referencing NAONA’s data. Through these initiatives, we will conduct interviews of higher quality.

Supporting the success of women

We have set a female ratio target for recruiting new graduates for career-track positions. By conducting a variety of recruitment activities specifically targeting female recruits, such as conducting “Seminars for Rikejo (Rikejo is woman who majors in science)” at each university, distributing “Pamphlets for Rikejo,” and holding “Job Fair” with only female recruiters, we achieved a ratio of 16.1% for technical and 55.8% for clerical positions in fiscal 2019. Because we have been able to stably recruit women with a ratio of at least 40% for clerical positions, we have determined that we are beyond the phase in which initiatives should be implemented with a set target. Going forward, we will promote initiatives by focusing on recruitment targets for female students in technical positions.

Developing human resources globally

Murata calls for improvement of Ability to grow by individual employee, Ability to Foster by superior, and Ability to Nurture by Company to foster in its Policy on Human Resource Development. Going forward, we will continue initiatives by focusing on recruitment targets for female students in technical positions.

Promotion of global talent management

Due to the expansion of production and mergers and acquisitions outside of Japan, the ratio of employees outside of Japan has reached 60%. Accordingly, it has become our urgent mission to strengthen human resources development not only in Japan, but also globally. Consequently, we have held global human resources meetings since fiscal 2013 in order to discuss and execute various measures including promotion of talent management along with staff in charge of human resources at offices outside of Japan.

Setting Global Leadership Competency (GLC)

* Clarifying required competencies for global leaders of Murata

Establishing leader development programs for the next generation

* Creating a structure in which matters regarding leader development is shared throughout the world with programs at the Head Office and each region
* Participation by employees from all over the world in programs at the Head Office

Introducing global unified evaluation system for managers

* Introducing a system that incorporates GLC in order to instill a culture that values human resource development

Going forward, we will continue to disseminate GLC as globally shared human resource requirements while applying it to global human resource development and allocation of the right people in the right positions.
Creating an environment in which employees can work comfortably

Murata’s growth foundation is based on each and every employee across the world working safely and vibrantly, both in terms of physical and mental health. Accordingly, we are implementing the following measures.

Health and Productivity management

In order to sincerely engage in nurturing employees’ physical and mental health, which is a foundation of a company, amid the changing business environment, we established the Murata Healthy Management Plan in fiscal 2019 as a medium-term policy.

In Japan, we have strived to secure full-time occupational physicians, and we currently have 14 physicians in place. In addition, we have completed combining the health insurance cooperatives and established an environment to practice collaboration with the health insurance cooperative. With the President’s health declaration as the first step, we will aim to nurture the health of employees and their families and create workplaces in consideration of workability. We have established a system for healthy management, practicing and evaluating health measures based on scientific analysis, enhancing stress management, and improving health literacy as our pillars of initiatives.

Health and safety

We have promoted health and safety activities in order to create a workplace environment in which employees can work comfortably. While the number of industrial accidents has improved since fiscal 2017, it has not decreased dramatically. We have recognized some issues to be addressed as a company, including the fact that safety education is not sufficiently keeping up with the rapid increase in the number of employees as a result of a drastic expansion of business due to mergers and acquisitions, as well as a shortage of managers and supervisors.

Accordingly, we will deploy measures from various aspects going forward, including holding of health and safety events, fostering of safety culture through the Health and Productivity management approach, improvement of the health and safety training system, review of the risk assessment system, implementation of safety evaluations by outside consultants, and development of staff to take responsibility for the next generation. We will aim for a workplace environment in which health and safety comes first and improvement of employees’ sensitivity toward dangers and risks, through both “obligation of safety consideration” whose responsibilities lie with management and “obligation of self-health” whose responsibilities lie with the employees themselves.

Promoting work style innovation

In order for Murata to sustainably develop going forward, it is essential to further improve productivity and create an environment in which value creation can be conducted by employees who are healthy both physically and mentally, working for the appropriate number of hours. We believe we can achieve an environment in which diverse human resources can work actively with a sense of fulfillment by promoting a work style that does not rely easily on overtime work.

To this end, Murata Manufacturing Co., Ltd. has introduced a remote working system to improve productivity, implemented measures to improve work process and workplaces, and created opportunities to exchange opinions on work styles at the workplace.

Additionally, in April 2019, the Company opened “The Kaede nursery” in Nagasaki City and “the murata Yumenomori nursery” in Izumo City as company-run nurseries. They are aimed at supporting a smooth return to work for employees that took maternity or childcare leave, and supporting diverse work styles for employees who wish to work while raising their children.

Culture of leveraging diverse individual strengths and collaboratively working together

Murata regards diversity and inclusion as accepting and leveraging not only visible diversity such as gender, age and race, but also invisible qualities and strengths such as thoughts, knowledge, experiences, and viewpoints. We are implementing initiatives to develop a culture focused on mutual trust and cooperation.

Instilling the Murata Philosophy that connects diverse individuals

We are working on instilling the Murata Philosophy in order to create a foundation for diverse individuals to demonstrate their abilities in teams.

In February 2019, we collected examples of practicing the Murata Philosophy at a global meeting. At many locations, thoughts were given to which element of the Murata Philosophy is valued in each employee’s work. For example, Kanazawa Murata Manufacturing Co., Ltd. offered an example of introducing a new system in cooperation with a business partner. As a result of mutual efforts, they achieved streamlining and energy-saving in material intake, production, and shipping work, creating a win-win relationship. Looking back, this was an achievement stemming from the “scientific approach” and “together with all our stakeholders” in the Murata Philosophy.

In addition, when we welcome new employees who have joined Murata as a result of recruitment or mergers and acquisitions, we value cultivating the understanding of and empathy toward the Murata Philosophy. We have worked to instill the Murata Philosophy at companies that joined the Group in recent years through mergers and acquisitions, such as Ise Murata Manufacturing Co., Ltd. and Tohoku Murata Manufacturing Co., Ltd. We will have the entire Group recognize the importance of sharing common values and promote these activities in order to create new value through cooperation between individuals.