

# Activating organization by the concept of person centered approach:

## The case of hotel organization in Japan

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### Abstract

Many theories for activating an organization have been proposed. For example, it is said that Internal Marketing and Learning Organizations are effective methods of revitalizing an organization. However, in order for these methods to function effectively, it is necessary for the people that constitute the organization to be activated. In order for a person to be in an active state, it is necessary to be healthy in physically and at the same time mentally. Rather, it can be said that the mental health level takes precedence over the physical health condition. In this paper, the mental healthiness of employees for hotel organizations is examined. As a case, citing a hotel in Japan, the measures that were in place and involvement of the management are shown, and the effects are examined. The research method first considered related previous research, theory about mental support, such as counseling theory, especially the theory of Person Centered Approach (PCA). Next, the concept of PCA was verified concerning introduction to the target organization by literature research, its background and process, and the degree of effectiveness. It is suggested that mental support for employees, who are regarded as personal problems in Japanese hotel organizations and not emphasized, are benefiting from revitalization of the organization.

### Keywords

work stress, mental support, counseling, person centered approach, activating organization

### 1. Introduction

The service industry, including the hotel industry, is seen to have a low value in society. As Lovelock et al. [2008] says, service employees are believed to have low social status, low academic background, low wages, and unlikely to be promoted. People cannot keep their willingness to work with just a high salary. There is a difference in motivation depending on the degree of recognition of their value. Therefore, the higher the perceived value in society is, the higher the degree of dignity is felt in the work of the worker, and it seems to emerge also in the desire to work. Hotel management must also make efforts to raise awareness of the value of the hotel industry in society in order to raise employee motivation to work. Also, if a company raises its employees as a professional and cannot dispel such a value recognition, employees suffer from contradiction with self-recognition and are not relieved from conflict between themselves and business roles [Lovelock et al., 2008]. It is not only for employees, it can be said to be one of the measures to raise the hotel's performance.

There is a word called Emotional Labor. It is a labor that is often found in occupations that are required to manage their own emotions in work in contact with people [Hochschild, 2000]. Typical occupations are nurses and flight attendants, but hotel employees can also be said to be representative occupations of emotional labor. There are the words "Customers are always right." and "Do not say No!" in the hotel industry, but if employees follow these words, the norm that employees must always be smiling. Of course a smile smooths people, but as a norm when responding to guests, if employees are obliged to smile at all times, the stress of employees will increase. Lovelock et al.

[2008] stated that a situation would necessarily arise where employees would not have a positive feeling but they must suppress their emotions to meet customer expectations, in addition, quoting Constanti & Gibbs [2005], "Emotional Labor is done for both service organization and customer, employee's emotions will be secondary," in addition, it is pointed out that it is necessary that service and employees take an oppressive position. Therefore, the service organization must take measures such as recognizing stress due to emotional labor of services and employees, implementing training on stress relief law and response to pressure from customers [Lovelock et al., 2008]. In the hotel industry, employees are under stress by following the norm "Always give a guest with a smile". It goes without saying that maintaining good health of the mind as well as physical health is important in order to achieve high performance at work.

### 2. Method

In this paper, mainly literature research is adopted. Firstly, presenting about stress in the hotel organization, discussing counseling, and showing its effect. Secondly, it was examined whether the concept of counseling is applied to the actual growing hotel organization in Japan.

### 3. Role stress

As already mentioned, Lovelock et al. [2007], being forced to express emotions appropriate for the place of service provision even though the emotions are different from emotions held by service employees creates high stress of service employees. Therefore, management points out that service employees must understand that they are being stressed day by day. In addition, it is pointed out that employees suffer from trauma by encountering customer's illness, sometimes death, etc. Employees who have been traumatized cannot express emotions, sometimes it falls into apathy. The fact that service employees cannot ex-

press stress is thought to cause a vicious circle of further sales and deteriorating business performance.

Iijima [2001] pointed out that the hotel's front office employees are exposed to various role stress which leads to the action of "suppressing contact with customers". Inappropriate emotions cause complaints from customers such as "Employee's response was cold". It goes without saying that complaints from customers lead to deterioration of hotel sales and business performance, but it also causes employees' stress.

- **Suppression by pretending to be busy**  
This is to suppress contact with customers by showing themselves as too busy and expressing them consciously to customers. In addition, there is a case in which contact with a customer is suppressed by prolonging the provision of the service.
  - **Suppression by addition of physical control**  
This is to suppress contact with customers by intentionally adding physical controls to customers.
  - **Suppression by leadership**  
This is to try to suppress contact with customers by taking the initiative in the service providing process.
  - **Suppression by education or penal regulations**  
This is to suppress contact with them by "educating" their customers, and also is to suppress contact with customers by giving customers "punishment".
  - **Escape from the role itself to avoid role stress**  
It is difficult for the service industry to indulge in daydreams and think about other things. This is because they cannot physically isolate themselves from customers. So they take actions similar to this isolation.
  - **Customer's "Mechanical Handling"**  
Because customers are living human beings, employees then get stressed with various role expectations. Therefore, sometimes dealing with this stress by treating the customer as a thing or number without life rather than a human being.
- Iijima [2001] edit by author

If hotel front employees take such actions as "suppressing contact with customers", it is clear what the customer's reaction will be. The customer will no longer use the hotel, the evaluation of a hotel with a lower service level is evaluated, and the evaluation will be conveyed to other customers and potential customers. In other words, the hotel will lose existing and potential customers. Even if the front employees acknowledge that their cause of stress is a customer, they cannot fundamentally resolve the cause [Iijima, 2001]. Therefore, even if an employee is exposed to a stressful condition, the management must take measures to prevent "suppression of contact with customers". Professional counseling is necessary so that service employees can maintain mental stability and express emotions even when placed in a stressful environment [Lovelock et al., 2008]. It is essential for employees to express emotions expected by customers in order to perform superior service and it is obviously sought. For example, in celebration banquets such as weddings,

it is necessary for employees to have a bright expression, and it is needless to say that in solemn ceremonies such as funerals, employees are required to have a solemn look. However, the emotions occurring inside the employee are naturally thought to be different. In order for employees to maintain a stable state of mind, mental support, that is, counseling is necessary. Recently, it can be said that the word of counseling has already become general language. However, what is the effect? Does it have an effect on the mental stability of employees?

#### 4. Counseling

Representative individual correspondence in Mental Support is counseling. Since the counseling method is not directly visible, and it is also difficult to represent the effect numerically, it is undeniable that many opinions are skeptical about counseling effectiveness. However, its effectiveness has been gradually clarified from recent studies [Cooper, 2009]. According to Cooper [2009], empirical research data on the effect of counseling accumulated over the past 50 years actually exists, but many counselors do not know their data or they do not use it. This is because research data is often not presented in a definite and practical form in many cases. Therefore, even though the counselor claimed that counseling was useful, it could not show its grounds and remained doubted about the effect. Finally, in recent years, there has been a movement to assert that the systematization of data began to be done and that counseling is useful as evidence. From the viewpoint that it is important that the health of the mind is in a good condition in order for employees to achieve high performance, considering the mental health of employees is a welfare benefit for employees themselves. It is not a consideration but an important management task. If, for example, an employee falls into a mental malfunction, he/she cannot exert original ability, which naturally affects sales, which in turn leads to a decline in business performance. Also, if the employee took a leave of absence, personnel for replenishment will be required, which will lead to an increase in personnel expenses. The better the employee is, the more it is inevitable that the same level of supplementary personnel cannot be easily searched and lead to a decline in performance. In this way, considering the mental health of employees is not a welfare benefit but an important management task. In terms of duty, it can be said that it is a more important management task in the hotel industry where there are many interpersonal negotiations and a stressful workplace.

##### 4.1 Definition of counseling

According to Kokubu [2001], "Counseling is defined as a human relationship that aids transformation of opponent's behavior through linguistic and non-verbal communication."

According to the counseling council of Japan, "Based on science such as counseling psychology, the client is respected, the client develops humanly based on human relations that freely and intensely interact with intention and emotion, assisting in fulfilling a fulfilling social life as an autonomous human being

and assisting in the prevention or resolution of psychological, developmental, healthy, professional, interpersonal, organizational and social problems encountered in the lifetime. In other words, respecting the personality and way of life of the client, improving the ability to adapt to the environment such as self-understanding, environmental understanding, decision-making and self-control of action, and coping with it, by utilizing the client's own resources. It is a professional assistance activity to support." [Japan Industrial Counselors Association, 2010]

Egawa [2009] cites five requirements for counseling to be established based on conventional definitions as follows:

- Individuals who have some adaptive problems exist.
- That individual cannot solve/process the problem on their own, or at least he/she thinks "it cannot be solved and processed on my own".
- There are persons who are qualified as assistants with psychological training.
- Both of them will be interviewed mainly, and based on the desired human relationship between them, we will promote collaborative work aimed at solving and processing the problem.
- The method is based on a psychological method, that is, a linguistic or non-verbal method (Execution of Behavior), not by medical treatment such as drug administration or use of equipment.

Based on the above, Egawa defines, "Counseling is a direct interview with individuals who have some adaptation problems and those who need other people's assistance and those who have psychological training as a supporter. It is an assistance process aiming at problem solving by a linguistic or non-verbal way based on desirable human relations."

Common in any definition is aid or support. In other words, the counselor does not resolve the client's problem or present the answer, but the client provides assistance or support to solve the problem, and it can be said that the process is counseling. The subject is the client, the counselor is the donor, the supporter to the last. In addition, Kokubu [2001] stated that counseling is an attempt to intentionally change behavior, and also points out commonality with narrow sense of education intended to change behavior (e.g.: school education, in-house education) then, if interpreted in a broad sense, it means that counseling is education. In addition, Hiraki [2005] states that counseling should understand people and problems, receive complaints, and should be assisted in mutual collaboration. Hiraki says that it is difficult to understand human beings, "That's why, let's do our utmost to try to understand humans." In other words, counseling can be said to be a process of understanding humans.

## 5. Theory of counseling

There are various theories in counseling. According to Hiraki [2005], There are 10 representative counseling theories. In this paper, we focus on (3) Person-Centered Approach (PCA).

### 5.1 Psychoanalytic counseling

Freud's way of thinking, the orthodox psychoanalysis will advance treatment mainly by interpreting the client's dream and freedom association. It means that interpretation is a way to understand the bud of the problem and it also becomes a treatment. The idea on which it is based is that human beings are originally a mass of instinct and that the process of becoming a rational existence is developed. It was developed as the human psychological aid theory at the earliest, and exerted a great influence on the current counseling world.

### 5.2 Counseling by characteristic factor theory

It is one theory of human understanding in the history of psychology. Briefly, humans have various characteristics, and we believe that a bunch of their characteristics forms a personality. Personality is made up of several characteristic factors that characterize people, and we think that individual differences will appear depending on how they are combined. It is a theory that describes a certain behavior tendency as a unit of personality constitution and describes personality by that combination. Counseling based on this theory is a very important position in the history of counseling in that it draws on the trend of vocational guidance campaigns and has made fruit in scientific and clinical ways by making full use of the results of psychology. Williamson (Williamson, E. G. 1900-1978), considered the way of thinking of characteristics as a fateful thing and was thinking how to make use of what he can possess. He emphasizes prudent and scientific diagnosis and professional and cooperative aid (or treatment), and in the United States it is now the core thinking guidance program and student guidance in school education.

### 5.3 Person centered approach

Recently, Rogers' theory can be said to have the greatest influence in the counseling world. In characteristic factor theory, experts gather data and interpret. On the other hand, Rogers says, "Humans are hidden in their growth power and they know best about their problems," even though it is dangerous for the counselor to take the initiative. Treatment can only be accomplished by treating that person's inner reality, that is, reality in experience. "Until that time, human understanding was understanding from the outside, but if he did not understand from the inside, he could not understand humans." Rogers was trying to understand what kind of pain, when the client complained of "experiencing this kind of pain". If striving to grasp to what extent and how difficult it is, the client can gradually clarify his/her world, and as a result, it is thought possible to move on its own. He has worked hard to understand the internal reality of the client. His counseling is said to be client-oriented, as the core of its spirit. Rather than understanding people from the viewpoint of sticking labels from outside, they try to understand what they are doing from the inside. For him (Rogers), the center of the role of counseling is how to understand the client according to the opponent, so he pursued "empathy" all the time.

#### 5.4 Cognitive behavioral therapy

In Cognitive Behavioral Therapy, it is better not to think that there is something that human beings do not understand, such as a heart, but rather to understand the importance for human beings to capture the place where human beings are actually moving. When thinking or feeling something, human beings always think that it represents behavior as a reaction. Human beings are born in a blank state, they are colored with various stimuli added, and the manner in which they are colored becomes the person's characteristic. If there is such a stimulus it should react like this. If you are told like this you should act like this. In this case you protect yourself like this. By thinking about experiences like this, learning how to respond to various stimuli, we believe that human behavior is formed. Problem behaviors, troubles, symptoms etc., are also considered as results of such learning. Treatment means understanding what type of stimulus the problem behavior is taking place, in other words, understanding what kind of learning has been done, is it a bad learning, ineffective learning? If that is the case, it will be better to learn good learning and effective learning again. In other words, treatment is done from the viewpoint of learning again according to this learning theory, and the purpose of treatment is to change behavior. It may be said that this idea is the opposite of Rogers' theory.

#### 5.5 Rational therapy

This is a therapy that puts a scalpel on the interaction of human behavior, values, and emotional response. It was Ellis (Ellis, A. 1913-) that established and disseminated this theory in the United States. The central idea behind logic therapy is that human beings incorporate certain ideas and values into themselves and once that idea or belief is fixed, even if it is irrational or illogical, it acts accordingly and develops to a self-destructive world view that binds itself. In other words, the problem behavior of the client often has nonsense life view and fixed idea acting, and we believe that the action of emotional unrest will occur by its action. The role of counselor is to discover and resolve this nonsense life view and stereotype; irrational belief. The counselor actively and confrontately persuades the client to eliminate the client's irrational belief. Also, in order to remember the reasonably understood by the head with the body, to give specific homework assignments, and to re-educate a more logical and less self-destructive life philosophy, read books, sometimes I give lectures. If a person establishes a feasible view of life that he/she is convinced and lives according to it, most of the problems will be solved, which is exactly the way you live.

#### 5.6 Gestalt therapy

Gestalt Therapy was adopted in counseling the idea of Gestalt psychology. Gestalt psychology is a way of emphasizing the general nature of human beings and the continuity and integrity of human perception, and it is assumed that human beings are more than the sum of the parts collected. In other words, it is thought that human beings are not collected by adding together various elements that can be separated, and that perception and

cognition of human beings are made not as a whole, but as a whole to make a unit. Pearls (Pearls, F. S. 1893-1970) introduced this into psychotherapy. He paid attention to the idea that human beings make gestalt, and made the goal of therapy the acquisition of global cognition and the transformation of immobilized cognition. In particular, emphasizing the spontaneity of the whole organism, he advocated the individuality of each person and the wonder of encounters of individuality. Even if his / her partner has a different world than he/she, he/she will not be surprised or worried. It is good if he/she recognize it as the partner world and he/she can see the world. There is an encounter there. Therefore, the goal of counseling is directed toward confirmation of inner world and training of flexibility.

#### 5.7 Transactional Analysis; TA

Transactional Analysis is a system of psychotherapy that has the meaning "analysis of human-human interaction". It was developed by Berne, a psychiatrist (Berne, E. 1910-1970). It was designed as part of group psychotherapy. The characteristic of TA as psychotherapy lies in achieving human autonomy. Main features of its contents are:

- The theory is structured to be self-understanding, easy to gain self-insight.
- Having a methodology that allows you to examine the experience by recreating past experiences at "Here and Now" and to select new self actions by your own decision making.
- Emphasizing "intimacy", to be an existential approach emphasizing the involvement of truth, heartfelt gentleness, warmth.

The theory of TA consists of the following five basic concepts:

- Stroke
- Ego status
- Transaction
- Game
- Script

TA has devised many concepts and methods so that it can be felt that "I am OK and you are OK", so that it can be used for psychotherapy, counseling, interpersonal training, personnel management, etc. It is being utilized.

#### 5.8 Family therapy

It is psychotherapy targeting the entire family born in the mid-1950s in the United States. The target of aid is a family member, and sometimes there is an occasion to interview only one of them, the place to try treatment with family as a whole in mind is group/counseling. Family Therapy requires understanding of the family system and intervention based on it. The idea that forms the core of this therapy is family system theory. In other words, seeing family as a system, we try to conduct psychotherapy for the system. Family Therapy is an

aid law that changes family members' patterning and falling into dysfunction and changing how they engage in effective relationships. It is important to change the appearance of families who have been stubbornly made unnoticed according to their development and circumstances. The central issue is what kind of change the family needs and how to make the necessary change. In Family Therapy, the problem is human relations itself, and even if each individual has no problem, it seems important to look at it because the combination of two or more people may create a problem. Also, it is necessary to search for the perpetrators of the problem. It is the work of family therapist to teach all members the way of balance and change.

### 5.9 Group approach

It is a collective term such as counseling, psychotherapy, human relations training (it is sometimes called training group; T group) done in small groups, and it is an approach that utilizes the unique functions and characteristics of the group. The group approach has a process of development different from one-on-one counseling and is a new approach that recognizes the unique utility of the group. Also, due to its uniqueness, recently it has been widely used in various places. Early in the 20th century, it was discovered that utilizing groups to treat individuals was effective, but as the group's research progressed, the group itself had its own work that exceeded the collection of individuals, and the group itself have grown as a group and are thought to create therapeutic work. This is in keeping with Family Therapy, and interest has come to be focused on treatment of the collective group itself, mainly focusing on collective functions. According to this way of thinking, diseases and disorders should be regarded as a matter of interaction, and since it is common for people to be in interactions, it is closer to everyday to make the group itself subject to analysis and treatment about it. A common feature of the group approach is to have a group of about 90 minutes in a session with one or two employees called facilitators or therapists in an average group of 7 to 8 people. Through members' interactions and discussions, self-understanding, understanding others, understanding human relations, treatment, etc. are carried out there. In the group, people with similar problems and troubles can gather together to share the same trouble, find themselves in a person like a mirror, and by recognizing the difference, it is an opportunity to experience true contacts by experiencing contacts, deep human and personal encounters, and obtain true friends. Such a group approach is being conducted in university consultation rooms, psychiatric hospitals, etc. The former group is mainly a group of diverse members, the latter is a group of people with the same symptoms. As an evolved form, "Self-help group" represented by alcoholic people who help each other, and "Family Association" by family members of patients with schizophrenia who try to aim for recovery with their own hands.

### 5.10 Community approach

It can be said that it is a method of human aid that adds to

family counseling and group approach. It is a way of thinking to help people with problems and troubles on a community scale and to prevent problems in advance. This idea became public in 1965 in the Boston "Conference on Psychologist's Education to Regional Mental Health", and the base of community psychology was born. Community psychology is a research on general psychological processes related to individual actions in which the social system interacts complicatedly. By providing conceptual and experimental clarification of this relationship, it is a discipline to "provide a basis for an action plan to improve individuals, groups, and social systems." The community approach tries to apply the knowledge of community psychology to general human life in general. Research and practical presentation is being conducted in the following areas:

- Crisis intervention  
Treatment of war neurosis, Grief work, Suicide prevention movement
- Consultation  
Residents' mental health, Consultation on the community
- Social support - organization creation  
Emotional, instrumental, informational and evaluation support
- Environmental research  
Stressor, Resources of mental health

The community approach has expanded the family counseling system from family members to communities and has played a role in considerably changing the way of thinking of psychotherapy. The concept of aid so far is some experts like a doctor to treat, but in the community approach, it is the community as a whole that deals with the problem, and the community is responsible for the residents it tries to do services to meet the needs. Representative examples include crisis intervention activities centered on volunteers such as "Telephone Counselling Service", community care for the elderly, people with disabilities welfare, community day care and so on. In the community approach, what is important is collaboration. Its activity is the work of a mutual support system of diverse people and organizations through dialogue and exchanges of established organizations and fields, joint planning and actions. Furthermore, those who are in different positions are to conduct dialogue and activities to solve problems toward a common purpose. For example, as a support of children who fail to go to school, it is said that principals, homeroom teachers, chief of grade school, nursing teachers, school counselors, parents, regional consultation organizations and others work together. It is trying to draw out the potential solution ability of not only experts but also the ecological system to the maximum problems and symptoms of the system by network. It is thought that the future support system will be caught from this viewpoint and needs to be cultivated as a model of a mutual support system.

Hiraki [2005] edited by author

As mentioned above, there are ten kinds of counseling theory, just representative ones. It is unknown which theory is effective. However, what is common to all theories is to listen closely to the client and to understand the client well. It is because it is impossible to cope properly without understanding the targeted person, and in order to understand, there is no other way than listening to the other person's talk. The theory that is most faithful to this common item can be said to be PCA. Because, "For him (Rogers), the center of the role of counseling is how much understanding the client according to the opponent, so he pursued "empathy" all the time (cited above)".

According to Hiraki [2005], the movement to integrate more than 400 theories and techniques developed since the end of the Second World War to the 1970s began around 1980. The reason is that it became clear that one theory seemed not to be effective enough and as a result of enormous research it became clear that any theory has the same effect. Furthermore, it has also been discovered that there is an effective curative factor for client's change in the practice of any counseling theory. Therefore, it was conceivable to combine and integrate effective parts of each theory, apply a different theory depending on symptoms and conditions of the subject (client), and the integration of counseling theory began. Regarding the effect of counseling, Cooper [2009] entitled "What is known by research to some extent?" from the reviewed evidence, regarding clinical counseling and psychotherapy, indicating that there are many things that can be described with considerable confidence as follows:

- Counseling and psychotherapy are effective. Overall, people receiving therapy eventually suffer less than those who do not.
- For psychological suffering in various ways, therapy is as effective as drugs and it seems to be more effective than drugs over the long term.
- Psychological therapy is a cost-effective treatment form.
- There is particularly noteworthy evidence that Cognitive Behavioral Therapy is effective in treating a wide range of psychological problems.
- Overall, there are only a few differences in the effectiveness of various authentic therapies.
- The degree of client involvement in therapy and the ability of the client to exploit the therapeutic relationship are one of the most powerful reserve factors of therapy results.
- The therapist 's involvement in the client is more important to the therapy outcome than the therapist' s personal, practical or professional characteristics.
- Positive therapy results are associated with cooperative, compassionate, empathetic and skilled relationships.
- Therapy techniques can be a useful part of counseling and psychotherapy processes.

From the above findings it can be said that it is a client who wishes to make a change in his or her own life and can deeply

engage what is positioned as the center of the most successful therapy. Furthermore, if you meet a therapist who felt confidence and goodwill and feel that you can work with, the client can say that you can use various techniques and practices for your own goals. Cooper says that offering various therapists' information according to the client seems to be useful to some extent. Furthermore, evidence shows that the key to predicting therapy results depends on the degree to which the client can accept and fully utilize it, whatever the therapist offers [Cooper, 2009]. In other words, as to the effect of therapy, it depends on whether the client has the will to improve themselves or not.

In hotel organizations, employees are dissatisfied. However, it is thought that they are dissatisfied because they do not give up, which means the intention to improve themselves. Therefore, it is thought that counseling will be effective for employees in hotel organizations.

Counseling is generally recognized to be done on a one-to-one basis. However, There is counseling for groups as well, such as family counseling, group approach and community approach. Companies are also a group. Therefore, the effectiveness of counseling for organization development and human resources development in corporate management can be inferred. Recently, "Action Learning" [Kiyomiya, 2009], "Human Resource Development by Dialogue" [Nakahara and Nagaoka, 2009], which is attracting attention, are focused on the person's thoughts and feelings, they are characterized by advancing emphasis on the person's reflection. This is thought to be based on counseling, especially PCA.

## 6. The case of hotel organization in Japan

Hoshino Resorts can be seen as an example of developing the organization based on the PCA concept.

Hoshino Resorts has a history of about 100 years since foundation, and as of 2018, it operates 34 (overseas 2) accommodation facilities. However, until just 20 years ago, it was only a regional hotel with only one hotel in Karuizawa Nagano prefecture, but in recent years it has been a rapidly growing hotel company. The president Yoshiharu Hoshino puts the most emphasis on human resources. Hoshino says, based on Ken Blanchard's theory, "It is not an era that it is possible to sustain the competitive advantage with funds, land, or existing technology assets, it is important how to activate human resources in the organization [Blanchard et al., 2017]." The concept of PCA is utilized for the way of relating to employees in Hoshino Resorts. The concept is not to understand employees from the outside, but to try to understand from the inside. It is represented in the explanation of PCA below.

"Until that time, human understanding was understanding from the outside, but that if he did not understand from the inside, he could not understand humans." he thought. Rogers, trying to understand how hard they are, when the client who complained of "experiencing this kind of pain". If striving to grasp to what extent and how difficult it is, the

client can gradually clarify his/her world, and as a result, it is thought that possible to move on its own.

cited above.

In 1991, when Hoshino took over from his father to the president, he faced the problem of hiring and fixing employees. Hoshino, who studied hotel management at the Graduate School of Cornell University, started by changing the old organizational structure, feeling the need to eliminate waste and inefficiency, and reviewing the manner of business through top-down. For example, he introduced reforms one after another, such as introducing numerical management based on a customer satisfaction survey. Although the transformation gradually gained results, employees' retirement occurred one after another. Without employees becoming established, excellent service could not be offered, naturally, customer satisfaction level did not rise and sales did not increase. At that time, Hoshino Resorts was a regional hotel in Karuizawa, Nagano Prefecture, so even if they recruited employees, applicants did not gather as it was expected. Hoshino kept employees who wanted to retire seriously, but employees never tried to change and they were at a loss. Eventually, Hoshino noticed that the biggest reason for employees to quit was "dissatisfaction with the organization". Employees were dissatisfied with Hoshino's top-down reform, but there was no place to express their dissatisfaction, no place to argue. Employees were tired of running by being ordered. In this way, employees retired. Comparing this to the concept of PCA, employees had troubles, but no one understood, and the trouble went deeper. Hoshino decided to shift the axis of reform from the top to the employees. It is said that it switched to "understanding from the inside", not "understanding from the outside".

- Increase the motivation of employees by having them act at their own discretion.
- Tell others employees who want to say when they want to say something to say it.
- Facilitating empowerment.

The above policy was set, and employees thought about themselves, discussed freely, and shifted to a system that enhances customer satisfaction. As a result, retirees have decreased and employees' consolidation has progressed. However, a new problem emerged. University graduates of the executive candidate who adopted it with difficulty began to quit one after another. Until then, it was hardly possible to adopt university graduates, but Hoshino himself went to a job-hunting seminar and repeatedly told his own vision passionately, as a result, in the mid 90's, the evaluation that "vision is clear, management policy is clear, it is a fun company" spread to the students, and it became possible to adopt college graduate employees. That vision was "To become a master of resort management". However, this time the problem of employee consolidation emerged. University graduate employees had

quit one after another several years after when they had mastered business. Hoshino persuaded them to keep on, but it was ineffective. The main reasons for retirement are:

- As a hotel person, learning more to grow.
- Going abroad.
- Wanting to do other things.
- Thinking about the life stage, impossible to stay in Karuizawa for long time.

While asking why they quit, Hoshino noticed that few people said they "hate the company," or "tired of work." It was a problem that the company did not respond to the feelings and circumstances of employees, that is, "The company does not understand employees". Forcing employees to "look as they should" presented by the company led to retirement. Hoshino came to the conclusion that retirement could be prevented if the company could provide a plan that they could draw the future they wanted (ideal their future), and formulated and introduced the plan. Plans that embody and change the approach to employees to internal understanding is as follows:

#### 7. Plans of meeting the needs of employees

- Telecommuting  
For employees who have no choice but to get away from the area where the Hoshino Resort is located due to marriage etc.  
e.g.: Booking of accommodation via internet.
- Educational Leave  
For employees who wish to spend time gathered for their growth.  
- Leave of absence for up to one year.  
- Unpaid, however, with social insurance.  
e.g.: Study abroad.
- Nu  
For employees who want to choose a work place that is appropriate for their own orientation.  
- Change work place according to the season.  
e.g.: Work at beach resort in summer, ski resort in winter.
- Holiday employee  
For employees who want to increase their holiday.  
e.g.: Utilizing in resorts where the busy season comes on holidays.

Nakazawa [2009] edited by author

Employees using these plans have confirmed that royalties have increased since the return to work. For example, one employee who used "Educational Leave" twice, because the company helped her to realize her ideal life, she said, "I want to make some contribution to the company." In the past, she felt a sense of resistance to doing work beyond her job. After returning, she said that "I want to please our customers without paying attention to the frame of work," changed her feelings. It is said that royalties have increased as a result of changing the

manner of engaging with employees from control to support and expressing it in the form of institution.

Employees are seeking diversity of ways of working and not seeking remuneration more than they need. In other words, what they are seeking is “freedom”, not “money”. If the company intended to compensate as a price to restrain freedom, it will not be able to meet the needs of such employees and it will not be able to restrain turnover. The purpose of these plans are “meeting the needs of employees” and it can be said that it represents the attitude of the company trying to understand employees from the inside. Since introducing diverse plans is considered to be complicated for management, many companies formulate unification rules and manage them in a unified way, but it is impossible for individuals to respond to the needs of different ways of working. That is to lose the character of each employee, that is to say that it loses the strengths of its employees as well. Hoshino adopted a policy to transform employees’ ideas to overcome many of employees and to maximize employees’ abilities by responding to individual needs.

The original purpose of a company is to improve performance, create profits, and contribute to society. Hoshino’s idea of enhancing motivation, demonstrating capabilities and enhancing contribution to the company by supporting employees’ way of living and realization of what they want is not to control them and exhaust them, and it can be said to be a very reasonable way of thinking to achieve the original purpose of a company.

The purpose of PCA is to allow clients to reveal their world by understanding clients from the inside, not from the outside, so that they can step on their own as a result. In terms of corporate organization, this means that employees can become independent. In other words, it means that employees themselves learn, think, and act. It seems that Hoshino did not know the concept of PCA, but his plans can be said to embody this concept.

## 8. Conclusion and future research subject

In this paper, it is suggested, based on the case of Hoshino Resort, that organizational activation can be realized by introducing the concept of PCA into the organization. Relations in line with the central concept of PCA (i.e. understanding the client from the inside) is effective not only for recruitment and establishment of employees but also for employees who understand themselves to raise motivation, enhance royalties, and enhance commitment to the company, and it is possible to realize improvement of business performance of the company. Initially, Hoshino tried to promote the transformation by the top-down, but occurred employee’s opposition and turnover. Although university graduates who were attracted by his clear vision came to join, they eventually, decided to leave the company. Eventually, Hoshino noticed that not “what employees should be” presented by the company but “to adapt the company’s system to the needs of employees”. In other words, the company was to support the realization of “the figure that the

employee themselves want to have”. It can be said that this idea was transformed from corporate-focused to employee-centric, and this shift in thinking became the source of the development of Hoshino Resorts. This is consistent with what Rogers converts the understanding method of client from understanding from the outside (counselor-centric) to internal (client-centric), understanding the spontaneous thought and action of the client is consistent with promoting, and that is PCA. Actual PCA is counseling that counselor and client perform one-to-one, in the organization, Hoshino Resorts’ case suggests that it is possible to realize organizational activation by transplanting and fixing the concept of PCA to the organization’s culture rather than counseling for employees.

The future research subject is to clarify how employees perceive this organization. In this paper, the main consideration was from the viewpoint of president Hoshino, but the viewpoint from employees is indispensable for grasping the whole figure of the organization. Now interviews are being conducted for employees of Hoshino Resorts. Based on the consideration of the results of the interviews, it is necessary to clarify the appearance of Hoshino Resort from the viewpoint of employees.

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