

JAPANESE PERSONNEL MANAGEMENT STYLE: A LINK BETWEEN TRAINING AND PERFORMANCE

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ABSTRACT

The present study is an empirical attempt investigates the link between training and performance and examine how does the linkage impacts the levels of training and performance in organizations. Four intellectual hypothesis were developed to show the significant impact of independent variables on the overall organizational performance. These hypothesis explored from the comprehensive literature review of human resources management. A survey questionnaire of five point Likert measuring scale ranging from "1=strongly agree to 5= strongly disagree" was employed to collect the primary data from four leading international organizations engaged in the banking industries in the United Arab Emirates. Different statistical techniques such as; arithmetic mean, standard deviation, two sample t-test and correlation were used with the aid of SPSS software to achieve the study objectives. The analytical analysis shows a vital link between training and performance and is a critical function to business practices and goals achievement. The statistical results also indicate that the organizational performance can be influenced significantly and positively by the candidate's proper selection, effective training programs, personnel loyalty and sound rewards system within organizations. The results of the present study may provide the personnel management and the decision makers with significant information to assist them significantly in the modern business practices.

Keywords: Link, Training, Performance, Training and Performance

INTRODUCTION

Although the underdeveloped countries are full of natural resources and over population, the productivity levels are not up to the international standards (The productivity levels of Japan). The productivity levels are affected by the levels of training and performance, as the most important business practices for every organization. The levels of training and performance are affected by

many factors such as; organization objectives, management style, job analysis, selecting candidates, induction and orientation, performance appraisal, professional development, financial and none- financial rewards and personnel loyalty. The traditional personnel management system followed in the less developed countries could not promote competitive working environments, organizational effectiveness and shift the organizations into a globalization destination, because the processes of selecting candidates, their technical skills, psychological aspects, morals, and loyalty are under question marks. Therefore, without a clear understanding of the true concepts of the strategic dimensions' linkage training and performance and examine how does the linkage significantly impacts upon the performance levels of the organizations; the organizational levels of training and performance and of productivity in the less developed countries would not be improved. Therefore, the productivity low levels in the less developed countries require a re-evaluation of the way in which both training and performance relationships are organized. For the high levels of training and performance; the link between training and performance must be organized in an interrelated and integrated manner, driven by better standards of productivity and low cost based on "win-win" approach. An in-efficiency and/or misunderstanding anywhere in the linkage will result in the linkage as whole failing to achieve its true value and cross objectives. The trend towards creating productive job and job's holder responsible and achievable to meet the challenges of the modern business world. The motivated job based on enrichment enhances the job's holder responsibility and achievement. It represents the better quality of working life in organizations. A better quality of working life is not only concerned with solving the economic and social aspects of the current employees, but also with the cultural and psychological aspects (Albayati, 2011). A better quality of working life increases employee efficiency, confidence, self-control, interpersonal relationships, satisfaction, soul of innovation, responsibility, contribution levels of employees and organization as well and then profit and market share. The theoretical study seeks to outlines, explain, and clarify the strategic dimensions of the study and provide the basis for the development of the study hypothesis. For hypothesized outcomes and achieving the objectives of the study; four hypotheses were formulated to express the problem

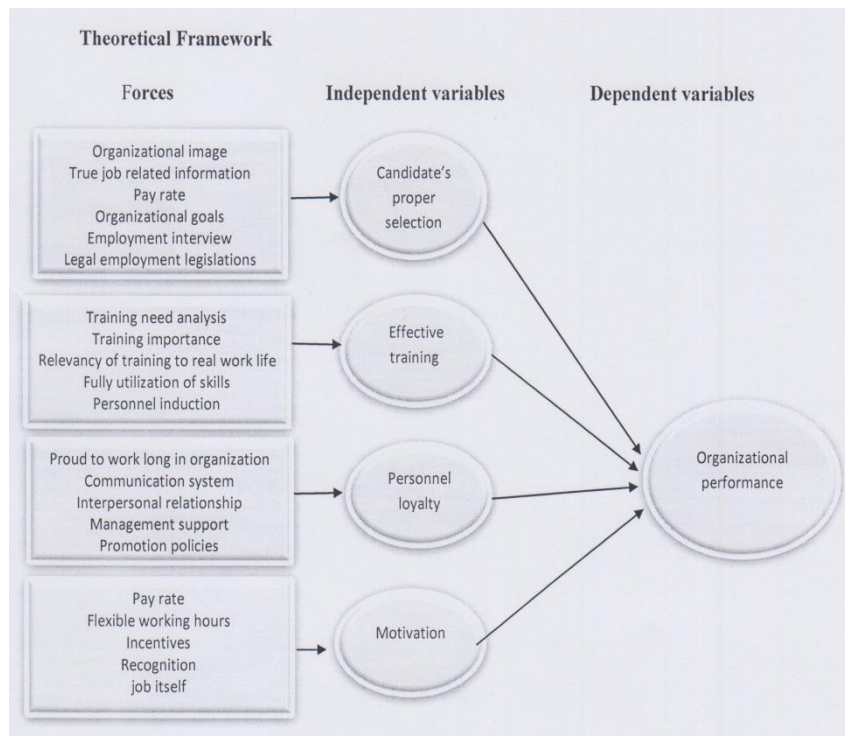
statement (Training and performance gap between the developed and less developed countries):

- i) The candidate's proper selection leads to higher performance
- ii) Employee effective training enhances his performance
- iii) Employee loyalty leads to organizational success
- iv) Motivation is always considered to enhance organizational success.

A LINK BETWEEN TRAINING AND PERFORMANCE: A CONCEPTUAL FRAMEWORK

Training and performance are interrelated and integrated concepts refer to the quality of working life. The quality of working life presents the rules, regulations and work environments imposed on the current employees in the organizations. A better quality of working life is a pre-requisite of high levels of training and performance and desired goals achievement. The high levels of training and performance and desired goals achievement could not be achieved without the real understanding and the sound implementation of the true concepts of the strategic dimensions' linkage training and performance. In other words, the job could not be productive and job's holder responsible and achievable without a clear understanding of the true concepts of the strategic dimensions of the selecting candidates (the equality of personnel potentials to job demands and requirements), personnel induction and orientation (personnel socialization with the new work environments), professional development programs (strength reinforcement), performance appraisal (strength enhancement), and sound implementation of the rewards system (high moral enhancement and satisfaction). The improper understanding/implementation of one personnel management function may adversely affect the overall organizational performance. In conclusion, we could say that the focus on the link between training and performance is not the emphasis on the procedures followed in organizations, but the focus on highlighting and clarification the forces associated with the link between training and performance such as the forces associated with the selecting candidates i.e. organizational image, pay rate, employment interview, organizational goals, employment legal legislations. The forces associated with the effective training i.e. training importance to improve and upgrade the required skills,

training need analysis to identify the improvement required area, relevancy of training to real work life, personnel induction and orientation to socialize new employees with the new working environments. The forces associated with personnel loyalty i.e. promotion based on well understanding of the working system, financial and non-financial incentives, interpersonal relationships based on collaboration and harmony, sound communication system to enhance effective participation, feedback and loyalty. And the forces associated with personnel motivation i.e. pay rate based on personal achievements and economic conditions, flexible working hours to meet personal obligations and family responsibilities, recognition of the excellent work done as in the case of innovation and finally job itself and the way it is analyzed and designed. To conclude, an inefficiency and/or misunderstanding anywhere in the linkage and or in any associated forces will result in the linkage as whole failing to achieve its true value and cross objectives.



LITERATURE REVIEW

Training and performance are the most important business practices for each organization. They are mainly concerned with the productivity and organizational success. According to literature reviews, employee's training and performance dimensions are job productivity, product quality and job accomplishment (Zamir, 2014). Training and performance are affected by many factors such as; organization objectives, management style, selecting candidates, induction and orientation, performance appraisal, professional development and financial and none-financial rewards (Nupur, 2012). The focus on understanding the link between training and performance is to find the way that make work productive and worker responsible and achievement (Ukaejio, 2013). The sound implementation of the motivational factors increases efficiency of employee, confidence, self-control and satisfaction (Quratul Ain, 2014), in addition, it enhances better quality of productivity, cost reduction, better interpersonal relationship, better customer services, effective time management and profit growth. Many researchers and writers focused on the themes of performance in a separated case. Drucker (1973) said that job should be designed in a manner to make work productive and worker responsible and achievable. The high levels of productivity and responsibility could not be achieved without a proper job analysis (productive job), candidate's proper selection (proper filling of the confirmed vacancies) (Sing, 2010), (Kumari, 2012) define recruitment and selection of candidate as the technical process of attracting and placing the right kinds of qualified candidates on the right job at the minimum possible cost, and urged that the success of the organizations is directly and significantly linked to the candidate's proper selection. Recruitment and selection criteria have significant effect on organizational performance, the more effective the recruitment and selection criteria, the better organization's performance (Joy, 2015). Therefore, researchers are suggested that special and careful attention should be given to the recruitment and selection process because of its vital roles in goals achievement (Joy, 2013). The candidate's proper selection could not always perform better and safe job, because the environments and the methods of performance are not stable. The strategic approach to cope with the above challenges is to adjust the abilities of employee to fulfill the job needs and requirements. The high levels of productivity

and responsibility could not be achieved without understanding the true concept and dimensions of training programs as the means of efficiency and safety rather than the means of entertainment and memories Photoshop. Sing, (2013) defined training as a technical process needed to adjust the personnel technical abilities and behaviors up to a satisfactory level. According to Argon (2014) training may not have a direct effect on performance, but an indirect effect by improving employee performance and other organizational outcomes. The desired goal could not be achieved by the bird who flies with only one wing. Many researchers showed the strong relationships between effective training and the high levels of performance (Khan, 2016). In other words, skills without motivation could not be possible to achieve the desired goals and globalization. Therefore, training (skills) and motivation (morals) are the two wings to journey in order to achieve the targeted goals. The business directory (2002) defined performance as the general accomplishment of a given task measured against preset standards of completeness, accuracy, speed and cost (Sila, 2014). (Ivancevich, 2003), defined performance as the functions of candidate's proper selection, personnel proper induction, sound performance appraisal, relevant training and development programs, effective communication and sound motivational system. Effective professional training programs and sound reward system enhance the personnel loyalty. And the sound communication was found to be the most significant factor of personnel loyalty (Alrawabdi, 2014). They emphasized on the necessity and importance of personnel loyalty for organizational success and warned the risks which may arise due to its ignorance (Alrawabdi, 2014). However, only a few papers have studied empirically whether the relationship between training and performance is mediated by other variables. One of them is the research of Ahmad and Schroeder (2003). They find that using training in job related skills and cross-training have an indirect effect on operation performance through its effect on organizational commitments (Argon, 2014). Gelade and Ivery (2003) provide evidence that work climate mediates the relationship between training and performance. And Faems *et.al.*, (2005) find that the link between training and performance is mediated by productivity (Argon, 2014). The researcher sees that the basic and strategic dimensions' linkage training and performance are: candidate's proper selection, orientation

and training programs, performance appraisal, and motivation. The working environments, personnel commitment and the productivity levels are the outcomes of what is linkage between training and performance. This study is an empirical attempt that investigates the link between training and performance and shows how the linkage impact is training and performance.

METHODOLOGY

In order to test the formulated idea of the study and achieve its objectives, a multi factors (forces) was developed as per the research hypothesis and designed in a structured questionnaire of five point Likert measuring scale ranging from “1= strongly agree to 5= strongly disagree”. The Likert measuring scale was used to measure the total number of occurrences of options selected by 100 manager and 200 employee respondents in four leading international organizations engaged in the banking industry in the United Arab Emirates. Two organizations belong to the public sector and two other organizations belong to the private sector. The employee respondents were attempted as employees and the manager respondents were attempted as managers. The response rate was appreciable except some missed questions. The structured questionnaire consists of two major parts; the first main part was focused on the organizational profile to measure the correlation between personal qualities i.e. (gender, age, occupation and educational levels) and the linkage between training and performance, whereas the second main part of the structured questionnaire was focused to determine the most predictor factors significantly impact the performance levels in organizations. For that purpose; different statistical techniques such as: distribution frequencies, arithmetic mean, standard deviation, two sample t-test and correlation were applied with the aid of SPSS software. The factors were found to have statistically significantly correlated with the linkage between training and performance.

STATISTICAL ANALYSIS OF THE QUESTIONNAIRE

A-The results of the most significant factor influence the candidate's proper selection at 95% confidence level

Factors	M.R.(N=100)		E.R (N=200)		t-test	P-value	R	Adjusted R
	Mean	SD	Mean	SD				
(a) Organizational image	2.03	1.6	2.0	1.4	1.92	0.04	0.08	0.79
(b) True job related information	2.90	1.20	1.97	1.026	2.6	0.03	0.6	0.59
(c) Employment interview	2.14	1.48	2.16	1.052	0.36	0.72	0.076	0.069
(d) Organizational goals	2.0	1.40	2.10	1.045	1.86	0.05	0.052	0.50
(e) Legal employment legislations	1.97	1.24	1.95	1.025	1.89	0.05	0.33	0.291

M.R: Manager respondents.

E.R: Employee respondents.

The above table indicated strong and positive correlation between the quantitative variables except the employment interview. In other words, the relationship between the organizational images, true job related information organizational goals and legal employment legislations were significantly and positively correlated with the candidate's proper selection. Since the probability values for the means of manager and employee respondents on the same predictor variables influencing candidate's proper selection were falling within the 5% marginal levels, so that, the first hypothesis of the present study is probability true and is considered accepted.

B-The results of the most significant variables impact effective training at 95% confidence level.

Factors	Manager respondents (N=100) Mean SD		Employee respondents (N=200) Mean SD		t-test	p-value	R	Adjusted R
(a) Training importance	2.4	1.8	2.0	1.3	2.8	0.05	0.088	0.086
(b) Relevancy of training to Real work life	2.1	1.5	2.5	1.8	1.8	0.040	0.071	0.080
(c) Training need analysis	2.4	1.6	2.2	1.7	.28	0.095	0.062	0.07
(d) Induction & orientation	2.0	1.6	2.5	1.8	2.2	0.03	0.057	0.053
(e) Performance appraisal	2.4	1.7	2.2	1.5	1.16	.25	0.067	0.063

The above table showed a significant and positive correlation between the quantitative variables, and also shows that the effective training can be strongly influenced by induction and orientation programs and the relevancy of training to the real work life rank the second predictor variable of effective training, whereas the importance of training and training importance to upgrade the effective skills ran the third and fourth predictor variable respectively. Since the probability values for the sample means of manager and employee respondents were statistically significant at 95% confidence level, therefore, the second hypothesis of the study is probability true and is considered accepted.

C- The most significant factors affect personnel loyalty at 95% confidence level.

Factors	Manager respondents (N=100)		Employee respondents (N=200)		t-test	p-value	R	Adjusted R
(a) Proud to work in Organization for long	2.4	1.6	2.4	1.7	0.062	0.07	0.033	0.031
(b) Interpersonal relationships	2.4	1.6	2.3	1.6	0.067	0.063	0.035	0.031
(c) Sound communication	2.4	1.8	2.04	1.4	1.21	0.020	0.32	.30
(d) Management support	2.3	1.5	2.1	1.4	0.088	0.084	0.087	0.086
(e) Promotion policies	2.3	1.6	2.3	1.6	1.057	0.050	0.078	0.076

The results presented in the above Table showed a positive association between the above measured variables except the factor of the management support. Since the probability values for the manager and employee respondents were not statistically significant at 95% confidence level, therefore, the third hypothesis under present study is not considered probability true and were considered rejected.

D- The most significant dimensions affected personnel motivation and satisfaction.

Factor	Manager respondents (N=100)		Employee respondents (N=200)		t-test	p-value	R	Adjusted R
(a) Pay rate	2.3	1.6	2.0	1.4	0.062	0.07	0.055	0.543
(b) Flexible working Hours	2.4	1.7	2.1	1.6	1.40	0.020	.47	.16
(c) Recognition	2.5	1.8	1.8	1.2	3.86	0.01	0.86	0.85
(d) Incentives	2.0	1.5	2.0	1.4	0.088	0.084	.48	.47
(e) Job itself	2.3	1.7	2.0	1.9	2.2	0.03	.40	.370

The findings illustrated in the above Table clearly indicated the significant and positive correlation between the independent variables and dependent variables at 95% confidence level. That means the personnel motivation and satisfaction can be strongly influenced by the appreciation of the excellent work done as in the case of innovation. The statistical evidence also showed that the job which is based on enrichment and clarity objectives plays a significant and positive role in personnel satisfaction, whereas the flexible working hours to meet personal commitments rank the third predictor force to

personnel motivation and satisfaction. Since the relationships between the variables are significantly and positively correlated with each other except the pay rate and incentives, therefore, the fourth hypothesis understudy is probability true and is considered accepted.

FINDINGS AND CONCLUSIONS

Training and performance are interrelated and integrated concepts refer to the quality of working life. The quality of working life reflects the personnel management strategies and philosophies implemented in organizations in relation to the selecting of candidates, professional development and rewards system. This study empirically investigates what linkage training and performance and shows how does the linkage impacts the performance in the organizations. The empirical results of the analytical analysis on the link between training and performance are concluded in the following general statement:

- The statistical analysis showed a vital link between training and performance and is a critical function to business practices and goals achievement.
- The scientific findings showed a significant and positive correlation between the factor of the job related information which based on clarity objectives, accuracy, current and valid information on one side and the candidate's proper selection on the other side, whereas the organizational image (people perception of the organization) ranks the second significant factor influenced the candidate's proper selection, and the factor of the legal employment legislations based on balanced rules and regulations ranks the third important factor influenced the candidate's proper selection significantly and positively.
- The statistical evidence indicates that effective training can be significantly and positively influenced by personnel induction (personnel socialization to new work environments) based on the candidate's proper selection and proper aids of induction.
- The results of the study strongly and significantly supported the relationship between the relevancy of training programs with the organizational performance and the result also show that the organizational performance is strongly influenced by true understanding the real concept of effective training programs. That means the training concept should be understood by the

- employees as the mean to safety and better performance rather than the mean to entertainment and Photoshop and memories programs.
- With respect to the third intellectual hypothesis of the current study: H3 employee loyalty leads to organizational success; it was statistically proved that the sound communication system based on trust, harmony, support, dynamic participation and two ways communication system were found to have a statistically significantly correlated with personnel loyalty, while, the fair and equitable promotion policies based on understanding the working system, good interpersonal relationships, personal achievement and leadership qualities tend to be the second predictor variable to personnel loyalty, and both the quantitative variables were found to have a statistically significantly correlated with each other.
 - In relation to the testing of the forth hypothesis of the present study H4: Motivation is always considered to enhance organizational success, the findings of the results are empirically realized that the appreciation of excellent performance as in the case of innovation is considered by both manager and employee respondents as the outstanding significant dimension of personnel motivation and satisfaction and both variables were significantly and positively correlated with each other. Additionally, the statistical outcome clearly showed a significant and positive correlation between the personnel motivation and the job based on clarity objectives and enrichment. The present outcome is agreeing with the idea of Hack Man and Oldham which is based on the idea that the job itself based on clarity objectives, enrichment and autonomy key to employee motivation enhances satisfaction, high degree of responsibility, high levels of performance and desired goals achievement.

RECOMMENDATIONS

- Since effective training and performance are key elements of higher levels productivity. Therefore, it is strongly recommended to further development through sound implementation of the motivational factors.
- The candidate's proper selection in the organizations is significantly and positively affected by the factors of the true job related information and legal employment legislations; therefore,

- the true and real job related information and balanced legal employment legislations should be further developed to enhance the organizational image and better selecting of candidate.
- The candidate's proper selection is a vital issue to all personnel programs; therefore, it is suggested that without the balanced legal employment legislations, sound employment interview based on technical and communications skills of both the interviewer and interviewee and without the fair pay rate based on personnel achievement and the economic conditions the sound strategy of the candidate's proper selection would lose its significance.
 - Personnel skills and abilities are the real values of his performance; therefore, the focus on understanding the true concept and dimensions of training as the mean to learning, safety and success rather than the mean to entertainment, refreshment and memories Photoshop.
 - Based on the rapid advancement of telecommunication, high degree of competition in the business market and high rate of mobility; the empirical results indicated the significant and positive impact of sound communication system and interpersonal relationships on personnel loyalty; therefore, the active communication channels, dynamic participation and mutual trust between co- workers should be further developed to enhance the proud feeling of employee to work long and better in organizations.
 - The personnel motivation and satisfaction can be significantly and positively influenced by the force of recognition of excellent performance as in the case of innovation. Additionally, the results showed that the force of proper job description based on clarity objectives, enrichment and autonomy was found to have a significant and positive relationship with personnel motivation and satisfaction. Therefore, both the motivation dimensions should be further developed to generate high degree of satisfaction, the sense of responsibility, the soul of innovation and higher levels of performance.

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