

IS JHRM Style Can Be Effectively Implemented In Developing Nations of ASIA (The Case of five Pakistan, Bangladesh, Afghanistan, Nepal, Vietnam,)

NaveedSaif;

Department of Business Administration Gomal University
Dera Ismail Khan kpk Pakistan
Email; naveedsaif_naveedsaif@yahoo.com

Dr; Aziz Javed

Department of Business Administration Gomal University
Dera Ismail Khan KPK Pakistan
Email; Azizjaved_mba@yahoo.com

Dr;Shafiqur Rehman ;

Department of Business Administration
University OfMalakand KPK

Khalid Rehman

Department of Business Administration
Gomal University Dera Ismail Khan Kpk Pakistan
Email;Khalidrehman08@gmail.com

Zia ur Rehman;

Department of Business Administration;
Quartaba university ‘
Dera Ismail Khan Kpk Pakistan
Email;zr.baber@gmail.com

ABSTRACT;

In this research work Impact of JHRM Japanese Human recourse Management practices were trying to implement on different countries among developing nation in Asian continent. The countries for this research study were Pakistan, Afghanistan .Nepal, Vietnam, and Bangladesh. The reason for selecting these countries among Asian continent is because of their response rate, information in hand from different sources, and most importantly their ranking among developing nation as well as their importance to international community. As all of the above mention countries facing serious threat on its national as well as international front in order to solve these problem we are trying to evaluate the importance of HR from Japanese prospective as the same circumstances were there before WWII but when there concentrate on their HR Japanese become the leading country for other nations. For this purpose we select 20 firms from each countries and data was collected through published material as well as their HDI and HR departments. In order to get more comprehensive data .A well designed questioners was sent to respective department via email. The main concept was derived from (JSM) and it is implemented to all the above mention countries.Chai square test was used for testing the hypothesis. The result shows different attributes after analyzing the data in all of the above mention countries. As in case of Afghanistan, Pakistan and Bangladesh the major problems in order to implement these JHRM practices was bureaucratic nature of government, centralized government, top to down decision making style, and institutiolized corruption are the major problem in way of implanting JHRM style. While in case of Vietnam, Bangladesh when JHRM important feature regarding Quality was investigated the results shows that although there is great desire to implement it but the main problem is lack of knowledge and no training & development concept in this regard. Hence from the current research we can conclude

that although there is a chance to implement JHRM style in these developing countries but first of all we should removed all the barriers in its effectiveness.

Key words; JHRM, Developing nations, Quality, Human Recourse, Asian countries,

INTRODUCTION

Most of the researcher stated that quality human resource is the key to wards organization as well as it increase over All efficiency of particular country or region in this globalized word every one organization one to gate competitive and edge over other bay quality human resources. According to (Lorsch& Lawrence, 1970). Classical contingency theory stress that organization should follow the structure that better suit that environment, and not only adjust itself to the environment in which in works but also follow the process way of success for improvement as well as system of control bay there management(Galbraith and Nathans on, 1978).that way it is a great changeless for organization to adoptwhich style, model of HRM that pay way for organization success. From 1960 up to 1980 Japanese' companies were at the pick of success and it was of great importance researches as well as practioners that's they names it "Japanese management style". Many recharges stated that to improvement attributes of "JMS" that was life time employment and wages system (that increase with age) of great importance. These to component play important role in popularizing "Japanese management system"(Ouchi 1981, Abegglen&Stak 1985).that many countries throughout globe try to follow some aspect of "JMS" for their industries growth and survival.

1. JHRS (Japanese Human Recourse Style)

The most importance part of Japanese HRM Style is long term employment to their organization members that createloyalty between organization and individuals (workers) and better organization and philosophy. As well as the reward system of JHRM Style in enhance them to participatesup totheir maximum level for organization as well as individual well being. At the same time seniority system was best on points and clear hierarchy which energize the worker to get position on fair rating system the only flaw of this system is that is does not create competition amount workers as everyone will be able to gettheir position on prescribe length of service. In order to over some to this problem Japanese researchers use other tactics among the workers to create competition. I n 1990 many other countries also enter in the global market in order to face these new challenges. Japans adopt new method named "performance oriented Human resource management system" (POHRMS). This method was highly appreciated by their management leaders and practioners as a result almost every second form us this method. In this method those employees how work hard was paid more as compare to workers who contributes less than the desired level

Statement of the problem:

In today's globalized world developing countries like (Bangladesh, Nepal, Vietnam, Afghanistan, Pakistan and many other are facing serious problems on it socio, economic, cultural political , technological, points. That why most of the world developing countries need serious measures in order to curb this menace that are corruption, Red Taoism, Nepotism, bribery. Wastages, Favoritism, currently most of the developing countries (e.g. above given) faces serious economic Burdon in form of budget deficits balance of payment (BOP), decreasing currency value, debt Burdon, un employment , inflation, low slandered of education and health facilities. The challenges are serious threat for these countries policy maker as well as economists for better treatment o these problem the policy maker's of these countries should thinks beyond the traditional HRM practices in order to sustain growth anddevelopment, both public and private sector should work together and need proper planning for human resource in order to come out from present situation. As Japanese rise from the troublesome expression of WW II because of emphasizing of its human resources and know they are trend setter for other nations. The research in hand trying to find out the positive out some and how effectively Japanese human resource model can be implemented in these countries

Objective of the Research

- 1: To thoroughly understand the philosophy of JHRM Model.
- 2: To study human resource practices in (Afghanistan, Bangladesh, Nepal, Vietnam, and Pakistan).
- 3: To find out major similarities and dissimilarities among JHR Model and these five countries HRM Practices.
- 4:To recommend different policies for these countries based on finding of these studies.

Hypothesis:

The hypothesis for t his study is as following;

H₀; there is no relationship between JHRModel and HRM Model of Bangladesh, Nepal, Vietnam, Afghanistan, Pakistan.

H_{1A}: there is strong relation between JHRM Model & Pakistanis HR Practices.

H_{1B}: there is strong relation between JHRM Model & Afghanistan HR Practices.

H_{1C}: there is strong relation between JHRM Model & Bangladesh HR Practices.

H_{1D}: there is strong relation between JHRM Model & Nepal HR Practices.

H_{1E}: there is strong relation between JHRM Model & Vietnam HR Practices.

Literature Review

This chapter will give us more information about JHRM Model and its implementation in different countries and how easily it may be adopted let us have a detail outlook of literature.

Shah (1994) and Qureshi (1994) stated that Japanese HRM important component (LTE) lifetime employment may be serious threat for organization during economic depression period,. But Chang and Margret (1982) orage that in order to overcome the financial crises organization may applied. Reduction in salary an no bonus policy. As zero lay off and fising policy make increase feeling of blondness and after loyalty among organization members and organization and after during the depression period the motivation of employees will l be at highly level.

The economist (1994) gives detail argument in favor of the above statement that indicates unemployment rate 6% in USA and 11% in UK as compare to 2.6% Japan. The unemployment rate is comparatively high in these countries because of dump sizing the effected employee's lose their confidence, skill, attributes, and attitude, in order to find solution during depression period the lover salary may be the best option

Mahr (1995) and Dostetal (1985) explained the main reason of LTE lifetime employment in Japan is not of humanitarian nature but they compare the (LTE) with feudal system. In which worker has total work for the well being of their master and remain loyal problem insist Japanese to reduce throughout their life.

(1985) and Oliver a & Wilkinson explained that seniority system in very good for organization healthy competition enviourment. That's why Japanese us Nerko system in their reward system but in today's world the major problem like increasing rate of employment brain drain and after socio technological

Endo (1990) ,Orgasaworaw.(1992), Morris and Wilkinson (1995).Emphasizing on the concept of (Nehko). The basic threat to this Nehko is individual competition for power prestige position, and higher salaries.

Rahim (1992) explain that number of working day lost by strikes Union or any other philanthropy effect in Japan is lowest as compare to other countries. Even during working hour's employees does not stop their working hours. They just wear black strips on their arms or protest for while without disturbing organization schedule putto (1987) says that contentious training is the most important part of Japanese management system. He ogre every one employee from top to bottom should participate in organization training. As training is costly device for much other organization. But in such environment where organization member's loyalty is at pick and granted continuous job is the theme of company, extensive training is become an asset instead expense.

Research Methodology;

This chapter is consisting of determination of sample size, data collection method and statistical measures in order to evaluate the results.

Population and Sample size;

There is lot number of firms working in all the above five mention countries but we select 30 firms from each country. Due to financial and time constraint we select limited number of firms both in public as well as in private sector.As we rtecive only 25 or 24 and in case of afghanitan and Nepal case 20,21

Sources of the data;

Data was collected from both methods i.e. primary data and secondarydata. Primary data is that one in which information is obtained for the first time in accordance of the stated objective or problem of the research. Primary data may include focused groups, individual or firms (Sekaran, 2003). In this research individual were contacted through well established questioners that was delivered to those focus firm executives and other employees via emails.

Beside primary data secondary data was also gathered to enhance the validity of research.Secondary data refer to thatinformation that is already in hand and information is obtain in advance via books,periodicals,journals,internet and other sources. This information provides valuable information about the current research and this information is also important to check any relationship between the variables in hand.

DATA Collection Method;

Since the method through which data may be collected is an integral part of the research. Therefore an appropriate method will increase the importance of research work. In this research we used survey as the major data collection

method and the well structured questioners was send to top management and other important individual of the organizations.

Test statistics; ion order to test the hypothesis Chui square method was used to determine any relationship between the variables. If H0 is rejected the two variables are not independent and we can say that there is some relationship between the variables.

Results and Discussions;

This chapter will consist of result obtain from different methods in order to verify our objectives and necessary data has been analysis through software's and other statistical methods.

Characteristics of HRM practices in Bangladesh-Pakistan;

A country where bureaucratic nature of government enforce laws and regulation and where corruption ,lack of good governance, Nepotism, Deterioting law and order situation, crippling economy and poor condition of health is the order of the day and where political leaders are selected on fake degree can hardly expect to do some for the betterment of country human resource. Following is the main features of these two countries HRM practices.

1; Bureaucratic Nature of Government; In Pakistan HRM practices are developed under the rules and regulation created by britisheres during colonial period. After getting independence from British rule since these HRM practices are implanted and still practisizing.As these policies were made by Britishers for their own interest with no or limited emphasize for participation of other, that's why it is a big hurdle in implementing JHRM in Pakistani prospective. As Bangladesh was the part of Pakistan since 1947 till 1971 .after independence same practices are implanted in their own country framework as a result no space for implanting JHRM practices in their country. But now circumstances are going to change and peoples of both countries become more aware of their rights and now they are moving from traditional bureaucratic form of government toward involment from all the classes that is an important part of JHRM practices.

2; Top –Down method of Decision Making; one of the important part of JHRM practices is decision making process in which almost every member of the country is engage in the decision making process of organization. These decision making processes may involve top-down from executive to subordinate or bottom to top from subordinates to executives. While philosophy in not functioning in Pakistan as well as Bangladesh prospective where executive think that they are superior to others so that's why he is the only person to issue order in regard of organization betterment.

3;Centralization;

The policies regarding betterment of human as well as organization members are made at center e.g. capital by all those sitting in the helm of affairs without understanding the basic enviourment of organization working at several hundred miles away of the base point. As there is no mechanism for proper feedback from far-flung areas that's why government policies are not implanted up to fullest extent because of ignoring ground realities in both Pakistan and Bangladesh as well as in case of Nepal.

4; Master and slave model in Nepal and Vietnam;

In these two countries the concept of slave and master model is highly implemented. Organization members have to perform the duties according to the instruction of their executives although if don't follow these instruction .they will be punished for their disobedience although if the instruction is not in the favor of organization or country well being. From this example it is clearly indicated the concept of master and slave model or (Paternalistic Style)

5; Bureaucratic Corruptions ;(case of Afghanistan)

Corruption is universal phenomena in developing countries like Pakistan, Bangladesh, Nepal, Vietnam, and especially in Afghanistan because of lack of resources, powerful land lords, no rules and regulation for upper class, week government policies, having no concept of accountability all these favors upper crest to do any sort of corruption for their own interest.Personal interest is prioritized over nation interest.And misuse of governmental fund for own interest is order of the day. At first stage corruption was made for personal purpose but now it is institutionalized in Afghanistan as well as other developing nations. Here question arise the country where corruption has put his claws on almost every functional

Departmentse.g.political, economic, private, and religious sector than to think about the betterment of Human resources is like lives in foolish paradise.

Comparison of HRM Practices in Pakistan / Bangladesh and Japan

S.No	HRM PRACTICES	Pakistan / Bangladesh	Japan
1	Employment Practices		
I	Service overtime	Allowed	Not allowed
Ii	Working Hours	Shot	Long
Iii	States Distinction	Prevalent	Singly states
Iv	Delegation of Authority	To some extent	Not common
V	Union System	Industry	Enterprise
Vi	Job Security	Private sector no , public sector yes	40 to 40% enjoy
Vii	Turnover rate	Very mach high	Low
Viii	Pay and Promotion	Seniority	Performance
2	Recruitment /Selection		
I	Education Base	Little bit	Highly implemented
Ii	Experience	In private Yes,	Highly need
Iii	Favoritism	Mostly cases implemented	Low
Iv	Merit	20 to 25 %	Highs level
V	Test & interview	Partially yes	Strongly follow
Vi	On the job Training	Not concept	Highly implemented
3	Quality Practices		
I	ISO 9000	Only few organization implemented	100 % organization follow it
Ii	ISO 14000	Only few organization implemented	100 % organization follow it
Iii	QCC	No concept	Main function of JMS
Iv	JIT	No concept	Implemented
V	Zero Defect	Partially	Fully
4	Culture Practices		
I	Hierarchy	Yes	Yes
Ii	Welfare	Not concept	Yes
Iii	Society	Heterogeneous	Homogeneous
Iv	Ethics	Feudal tribal religious	Confusion
V	Organization Design	Functional	Product
Vi	Formalism	Yes	Yes
Vii	Responsiveness	No	Yes
Viii	Accountability	No	Yes
Ix	Competition among Colleagues	Free and open	Usually not allowed
X	Provision of good services	Need base	Demand base
5	Manufacturing Practices		
I	Working condition	Individual	Team base
Ii	Decision making style	Centralized	By consensus
Iii	Absenteeism	Some extent	Not concept
iv	Relation with subordinates	Depersonalize	Like a family member

Empirical results of respondent; Manufacturing ;(case of Bangladesh)

Table no 2 present the data about the manufacturing practices in Bangladeshiprospective.And employees view about the use of JHRM style during manufacturing process. According to the given statement of questioners 50 respondent that comprises of 65% of total population are in favors while 30 respondents that comprises of 35% are against the

given statement. The response to working condition is 70% yes while 30% no. The percentage for Decision making style is 50% in favors while 50% against the given statement.

A Chi square value is recorded as 4.233 with P- Value 0.311 was recorded in order to test the association between various categories of different questions (problems) that are stated in form Yes and No options. It is evident that p value is greater than 5% level of probability(i.e. p- value is greater than α - Value=0.05) indicating that null hypothesis is applied and it is evident from the given information that there is no association between JHRM practices and Bangladesh Human resources practices in manufacturing practices.

Table No 2; ManufacturingPractices (case of Bangladesh)

Columns			
Rows	Yes	No	Total
Working condition	14(70%)	06(30%)	20(100%)
Decision making style	10(50%)	10(50%)	20(100%)
Absenteeism	15(75%)	05(25%)	20(100%)
Relation with subordinates	11(55%)	09(45%)	20(100%)
TOTAL	50(65%)	30(35%)	80(100%)

Chi Square=04.223,P-Value=0.311;value in parenthesis are the percentage

3; Empirical results of respondent; Cultural Practices ;(case of Nepal)

Table no 3 present the data about the cultural practices in Nepal prospective. And employees view about the use of JHRM style culture during process. According to the given statement of questioners 50 respondent that comprises of 70.75% of total population are in favors while 30 respondents that comprises of 29.25% are against the given statement. The response to following organization hierarchy is 85% yes while 15% no. The percentage for organization ethics is 70% in favors while 30% against the given statement.

A Chi square value is recorded as 12.223 with P- Value 0.311 was recorded in order to test the association between various categories of different questions (problems) that are stated in form Yes and No options. It is evident that p value is greater than 5% level of probability (i.e. p- value 0.311 is greater than α - Value=0.05) indicating that null hypothesis is not applied and it is evident from the given information that there is a gap for applying JHRM Practices (Cultural) in Nepal prospective and hence it is concluded that Japanese cultural practices can be effectively implemented in order to increase efficiency of organization.

Table No 3; Cultural Practices(The Case Of Nepal)

Columns			
Rows	Yes	No	Total
Hierarchy	17(85%)	04(15%)	20(100%)
Society	11(55%)	09(45%)	20(100%)
Ethics	10(50%)	10(50%)	20(100%)
Formalism	10(50%)	10(50%)	20(100%)
Accountability	09(45%)	11(55%)	20(100%)
Provision of good services	16(80%)	04(20%)	20(100%)
TOTAL	71(60.75%)	49(39.25%)	120(100%)

Chi Square=12.223,P-Value=0.003;value in parenthesis are the percentage

4; Empirical results of respondent; Quality Practices ;(case of Pakistan & Bangladesh)

Table no 4 present the data about the Quality practices in Pakistan & Bangladesh prospective and employees view about the use of JHRM style culture during process. According to the given statement of questioners 33 respondent that comprises of 33.25% of total population are in favors while 57 respondents that comprises of 57.75% are against the given statement. The response to follow international quality standards like ISO 9000& ISO 14000 is 85% and 90% replied that these standards are not following while only yes while 15% & 10% replied that it is followed in our organization. The percentage for QCC quality control system the respondent replay is between 50% in favors and 50% against the use of this strategy.

A Chi square value is recorded as 22.233 with P- Value 0.003 was recorded in order to test the association between various categories of different questions (problems) that are stated in form Yes and No options. It is evident that p value is greater than 5% level of probability (i.e. p- value 0.003 is less than α - Value=0.05) indicating that null hypothesis is no association between the two attributes of the current statement is rejected. And it is evident from the given information that there is a greater space for applying JHRM Practices (Quality) in Pakistan and Bangladesh prospective and hence it is concluded that Japanese cultural practices can be effectively implemented in order to increase efficiency of organization.

Table No 3 ;Quality Practices;

Rows	Columns		
	Yes	No	Total
ISO 9000	03(15%)	17(85%)	20(100%)
ISO 14000	02(10%)	18(90%)	20(100%)
QCC	10(50%)	10(50%)	20(100%)
JIT	11(55%)	09(45%)	20(100%)
Zero Defect	07(35%)	13(65%)	20(100%)
TOTAL	33(33.3%)	57(57.55%)	100(100%)

Chi Square=02.223, P-Value=0.203; value in parenthesis are the percentage

Table No 4; Recruitment/Selection Practices ;(The case of Afghanistan)

Rows	Columns		
	Yes	No	Total
Education Base	10(50%)	10(50%)	20(100%)
Experience	07(10%)	13(90%)	20(100%)
Favoritism	13(65%)	07(35%)	20(100%)
Merit	11(55%)	09(45%)	20(100%)
Test & interview	07(35%)	13(65%)	20(100%)
On the job Training	03(15%)	17(85%)	20(100%)
TOTAL	51(450%)	69(65.550%)	120(100%)

Chi Square=02.113, P-Value=0.223; value in parenthesis are the percentage

Table No 5; EMPLOYMENT Practices;(The case of Vietnam)

Rows	Columns		
	Yes	No	Total
Service overtime	03(15%)	17(85%)	20(100%)
Working Hours	02(10%)	18(90%)	20(100%)
States Distinction	10(50%)	10(50%)	20(100%)
Delegation of Authority	11(55%)	09(45%)	20(100%)
Union System	07(35%)	13(65%)	20(100%)
Job Security	09(45%)	11(55%)	20(100%)
Turnover rate	15(70%)	05(30%)	20(100%)
Pay and Promotion	10(50%)	10(50%)	20(100%)

Chi Square=11.223, P-Value=0.303; value in parenthesis are the percentage

SUMMARY AND CONCLUSION;

In order to apply JHRM practices on five different countries of ASIA but the common characteristic of all the five countries is that all are among the devolving nations list. The following main results were obtained from the study. The HRM practices in all of the mention countries are of bureaucratic in nature and that's why corruption at mega level in all government departments is on the pick. And centralized decision making process among the above given countries makes the situation more worsening. As there is no accountability from top to bottom that makes these titular kings more powerful than ever.

The core difference between these countries and Japanese HRM model is that in Japan almost 44 % of employees enjoy the status of full time employment while in Pakistan 12%, Bangladesh 17%, Afghanistan 06%, Vietnam 09% and Nepal 11%. And almost all of the employees enjoying these full time employment either because of their relation to powerful political upper crest, or employing in government sector because of their extraordinary skills in order to support government machinery. Japanese practices like job rotation concept is not familiar among these countries peoples as well as training to existing and new employees is consider as costly process instead of dire need for organization development.

About international standards for product-services during manufacturing services and environment protection e.g. ISO9000 and ISO 14000 these countries are in confusion. As most important 2 countries in this list namely Pakistan & Bangladesh have international assignment with different developed and industrialized nations in the field of Textile, Leather, and many other sectors. Although these practices are followed in some major industries but up to the fullest extent because of lack of information to these ISI standards. At the same time practices like QCC & Zero defect & JIT have no implementation in countries like Nepal, Vietnam, and Afghanistan.

The recruitment & selection process in all of the above countries is based on favoritism, nepotism, red tepisim. In very few cases selection is made on merit bases especially in private sector where most of the candidates are selected on the bases of their ability in order to face the challenges and work for the achievement of organizational goal.

Recommendations;

- 1; for better result political machinery should be made in accordance to HR betterment.
- 2; Proper Training and education must be promoted.
- 3; International standards of organization Like ISO series must be implemented for each and every organization.
- 4; Corruption and other male practices that make hindrances in development must be handled.
- 5; Recruitment must be based on merit instead of any pressure and for this purpose proper pen & pencil test as well as psychological test must be conducted.
- 6; In order to control high turnover rate, employees must be treated in such a way that may create harmony between organization and employees.
- 7; There should be proper hierarchy of promotion for employees, and promotion may be given on the basis of merit instead of political pressure.
- 8; authority must be given according to rank, and there must be clear relationship among authority and responsibility. Every organization member must be encouraged to participate in organization decision making process. And top to bottom decision making must be discouraged.

LITRATURE CITED

- Ahmed, A, 1992. Taking the cue from the Japanese Miracle. In Daily Dawn. Economic and Business Review. December, pp-4-10.
- Abdullah, S, Tom K. 1995. Japanese Management Practices in the Malaysian Electronic Industry. In Journal of Management Studies. 32: 6, pp. 747- 766.
- JWCL M, 1988. Incentives and Bargaining in the Japanese Economy. New York: Cambridge University Press, pp-548
- Abegglen, J.C, & Stak, G. (1985). Kaisha, *The Japanese corporation*. Kodansha: Basic Books. Bajwa, Mohammad Y. 1992. Evolving a Pakistani Style of Management. In the Dawn.
- Chung, H, Margaret A. , 1982. Can We Adopt the Japanese Methods of Human Resource Management? Human Resource Management: Concepts, Cases and Readings. Second Edition by Frederick E. Schuster, Reston Publishing Company, Inc. Virginia, pp-3 54-362
- Cecille, B. Austria, Rachel P. Salazar, and Vanaja D. 1992. Applying Japanese Methods in South-East Asia. In World Executive. June. pp. 36-46
- Cheema, Naveed A, 2000. Good Governance and Development. Term Paper submitted in partial fulfillment of the requirement of 29th National Institute of Public Administration (NIPA) Advanced Course. Unpublished. Pp-5
- Dedoussis, 1995. Simply a Question of Cultural Barriers? The Search for new perspectives in the transfer of Japanese Management Techniques. In Journal of Management Studies. 32: 6, pp. 731-745.
- Drucker, F, 1981. Behind Japan's Success. In Harvard Business Review. Jan-Feb, pp. 83-90.

- Dohse, K, Ulrich J ., and Thomas .M.1985. From Fordism to Toyotism?The Social Organization of the Labor Process in the Japanese Automobile Industry.In *Politics and Society*.Vol. 14, No.1 pp. 115-145.
- Edger, H, 1981. Does Japanese Management style have a Message for American Managers? in *Management Review*. Fall, pp-285.
- Ellers, M, 1993. Company Songs Whip up Japanese Appetite for Work, In *Daily Dawn /DPA*.ial features Service.
- Fucini, Joseph J., and Suzy, F , 1990. *Working For The Japanese: Inside Mazda's American Auto Plant*. The Free Press, Macmillan, Inc. New York.
- Gakken. 1985. *The Japanese Land and People. Japan As It Is*. Gakken Co., LTD. Tokyo. Annual Report, pp 65
- Graham, L. 1994. How Does the Japanese Model Transfer to the U.S. in *Global Japanization: The transnational transformation of the Labor Processes*. Edited by Tony Elger and Chris Smith.London and New York, pp-54-65.
- Galbraith, J.R., & Nathanson, D. (1978). *Strategy implementation; The role of structure and process*. St. Paul, Minn: West Publishing.
- Humphrey, John. 1995. The Adoption of Japanese Management Techniques in Brazilian Industry. In *Journal of Management Studies*.32: 6, pp.767-87.
- Humphrey, John. 1995. Industrial Reorganization in Developing Countries:.In *World Development*. Vol.23, No.1.pp. 149-162.
- Harris, John. 1995. Japanization: Context and Culture in the Indonesian Automotive Industry. In *World Development*.Vol. 23, No.1, pp.117-128.
- Hill, Stephen. 1991, How Do You Manage A Flexible Firm? The Total Quality Model.In *Work Employment and Society*. Vol.5, No.3, pp. 397-415.
- Harvard Business Review. 1981. quoted Secret of Japan's Progress, In *We Japanese, Being Descriptions of Many of the Customs, Manners, Ceremonies, Festivals, Arts, and Crafts of the Japanese*, (Miyanoshta, Hakone, Japan: Fujiya Hotel, Ltd, 1934).
- Iwata, R, 1982. Structure and Mechanism of Japanese Management. *Japanese-Style Management: Its foundations and Prospects*. Asian Productivity Organization, Tokyo. Pp-425
- Ishida, Mitsuo. 1990. *Chingin no Shakaikagaku*(Social Sciences of Wages). Tokyo: Chuokeizai-Sha,pp-215-244
- Izumaru, Yuicki. 1994. Marketing Success -What Do Japanese Do Differently In Daily *TheNews*. Dec. 23. pp-152
- Jafarey, Nasim A. 1992. National Character and Management.In *daily Dawn*.Economic and Business Review. Sept. 5-11.
- Kenney, M. and Richard F ., 1995. The Transfer of Japanese Management Style in Two United State Transplant Industries: Autos and Electronics. In *Journal of Management Studies*.32: 6, pp. 789-802.
- Kamioka, K, 1993. Three Japanese Business Pineers.In *world Business Digest*.July, pp.24-26.
- Khan, Mumtaz A. 1999. Japanese International Marketing Strategies. In *Daily The News*. December, 23.
- Kikuchi, Makoto. 1984. The Secret of Japanese Creativity. In *Journal of Japanese Trade and Industry*.No.5. pp. 49-51.
- Kaplinsky, R ., 1994. *Easternization: The Spread of Japanese Management Techniques to Developing Countries*. London: Frank Cass.
- Kolm, S.C. 1985. Must one be Buddhist to grow? An Analysis of the , Cultural Basis of Japanese Productivity . in *Koslowski. P. (Ed). Economics and Philosophy*. Tubingen: J.C.B.Mohr, 221-42.
- Kono, Toyohiro. 1982. Japanese Management Philosophy: can it be exported? *Long Range Planning*.Vol. 15, No.3, June.

This academic article was published by The International Institute for Science, Technology and Education (IISTE). The IISTE is a pioneer in the Open Access Publishing service based in the U.S. and Europe. The aim of the institute is Accelerating Global Knowledge Sharing.

More information about the publisher can be found in the IISTE's homepage:

<http://www.iiste.org>

CALL FOR PAPERS

The IISTE is currently hosting more than 30 peer-reviewed academic journals and collaborating with academic institutions around the world. There's no deadline for submission. **Prospective authors of IISTE journals can find the submission instruction on the following page:** <http://www.iiste.org/Journals/>

The IISTE editorial team promises to review and publish all the qualified submissions in a **fast** manner. All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Printed version of the journals is also available upon request of readers and authors.

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

