



SOLUTIONS ENHANCING THE EFFECTIVENESS OF JAPANESE COMPANIES' TRAINING PROGRAMS IN BINH DUONG PROVINCE

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ABSTRACT

This paper, entitled **SOLUTIONS ENHANCING THE EFFECTIVENESS OF JAPANESE COMPANIES' TRAINING PROGRAMS IN BINH DUONG PROVINCE** conducted during the period from June 2010 to June 2014.

The regression analysis result showed that there were 5 factors, which included of factors following lecturer, facilities, training management Staffs, training methods and training programs affecting the training quality at Japanese Companies in Binh Duong Province with significance level of 5 %. In addition, the training quality affecting the effectiveness of Japanese companies' training programs with significance level of 5 %. The research result processed from SPSS 20.0 software. The parameters of the model estimated by Least - Squares Method tested for the model assumption with 5% significance level. At the same time, the result was also scientific evidence and important for researchers, and policy makers who apply them for developing human resource management at the Japanese companies in both Binh Duong and Viet Nam.

Keywords: training quality, Human resource quality, effectiveness and training program

Introduction

In recent years, Binh Duong have been improved with high economic growth rate, GDP increases 14.5% annually on average. The economic structure actively changes, industrial and service sectors rapidly grow and account for high proportion, in 2014, the proportion of industry – construction was 63%, service – 32.6% and forestry & agriculture – 4.4%. Currently Binh Duong has 28 industrial parks and zones with the total area of over 8,700 hectares, in which more than 10,200 domestic and foreign enterprises under operation with the total capital investment of over US\$ 13 billion.

Binh Duong had with the advantages in natural conditions, socio-economic potential and policies from the Central Party and Government, Binh Duong will continue to develop sustainably, and become the most civilized & modern city of Vietnam and of the South East Asia region.

Japanese companies of Binh Duong play an essential role in the preservation, development and continuation of human civilization. In the era of scientific and technological revolution nowadays, education and training quality are becoming the main motive force for the developmental acceleration and considered as a determining factor for the success or failure of a nation in international competitions and for the success of each individual in his life.

Moreover, Japanese companies improves the quality of human resources is the main conditions for the economic growth and social development in Binh duong province. Combined with the practical requirements of the job, the researcher had chosen the theme: *SOLUTIONS ENHANCING THE EFFECTIVENESS OF JAPANESE COMPANIES' TRAINING PROGRAMS IN BINH DUONG PROVINCE* as a paper for researching business administration.

Literature review

Measuring of Training Effectiveness

Measuring training effectiveness is a tough task. It brings out the outcome of a training program. Lots of work has been done on training effectiveness but Kirkpatrick (1976) being the pioneer who explained the four level method of training evaluation. Level 1 is reactions criteria, and it evaluates trainees' affective and attitudinal reactions to a training program. It assesses the responses of trainees' attitude about a specific training program. Level 2 is learning criteria, which evaluates the extent to which trainees have learned the training material and acquired knowledge from a training program. It brings outs the outcome of a training program that what does it effect on trainees. Level 3 is behavior criteria, and it evaluates the extent to which trainees have applied the training on the in terms of their behavior and/or performance following a training program. Level 4 is results criteria, which evaluates the extent to which the training program has enhanced department or organizational-level outcomes such as sales or profits.

Factors affecting training effectiveness

Above reviews were about how to measure training effectiveness now we will discuss the literature that will explore the factors affecting training effectiveness. In the real world, there are many factors that influence the effectiveness of training and development in an organization. One similar factor i.e. the human resource policy of training and development has been identified by Haywood (1992). He mentioned that too many training programs place

emphasis on ease and the purpose behind the design of programs namely learning, skill development and behavioral change, has defeat the original purpose and goals of training are lost. Everything is affected by its surrounding weather directly or indirectly and similarly training effectiveness is also affected by many factors.

Birdi (2005) found that poor managerial support or an unfavorable departmental climate could limit the impact of creativity training with regard to influencing idea implementation. Unfavorable environment affects the training effectiveness. According to him training will be affected negatively if there is less support from department or there is unfavorable condition for training. Fischer & Ronald (2011) stated that open-mindedness is also a significant moderator of training effectiveness. It has been found that training become more successful if the participants and trainer work with open-mindedness. Driskell (2011) concluded in his study that type of training implemented, training content and trainee expertise also affect the training outcomes. Success of a training program always depends on how the training was given, what was the content and who was the trainer.

Haslinda & Mahyuddin (2009) found that lack of support from top management and peers, employees' individual attitudes, job-related factors and also the deficiencies in training practice are the main factors which affect the effectiveness of training. If there will be less support from top management and peers, job is not going well or somehow there is problem in job and absence of training practice then there is less chance of effective training program.

Beigi & Shirmohammadi (2011) found that emotional training have significant impact on service quality. It means there is a relationship between behavior and learning, and service industry can be benefitted by emotional training because service industry is basically related to marketing and verbal communication. Saks & Haccoun (2007) discussed that psychological states of trainees especially motivation, self-efficacy, perceived control and the realities of the organizational context affects the training outcomes. Tai (2006) also concluded about general self-efficacy that it partially arbitrated the relationship between training framing and training motivation and consequently influenced training outcomes. On the other hand Black & Mendenhall (1990) explained that cross-cultural skill development, adjustment and performance are three primary dependent variables of cross culture training effectiveness.

Methods of research

The preliminary study for trainees conducted in July 2013, using qualitative methods to interview 30 employees to examine the content and meaning of the words used in the scale. Following this, the formal study conducted in July 2014, using qualitative methods to interview 500 employees to examine the content and meaning of the words used in the scale. The researcher should select one of these methods of collecting the data taking into

consideration the nature of investigation, objective and scope of the inquiry, financial resources, available time and the desired degree of accuracy. However, I should pay attention to all these factors but much depends upon the ability and experience of the researcher.

Reliability test Bryman and Cramer (1990) suggested that, it is just fine when Cronbach's alpha is 0.8 or above 0.8, while Nunnally (1978) stated that it is still acceptable with the value of 0.6, especially for initial investigation like in this research. Therefore, in this research, the value is confirmed when it is greater than 0.7.

Exploratory factor analysis (EFA): This is an important part in data analysis, because it aims to investigate the dimensions of each target variables. If any item has lower factor loading or cross-factor loading, it eliminated. Regarding to Kaiser (1970, 1974), Cronbach's Alpha was re-calculated for the scales of removed items.

Multiple linear Regression analysis: Finally, the process of analyzing data will finish by using regression analysis method. It was used for testing the correlation and influences of independent variables (X) to dependent variable (Y).

Research results

Factors affecting the effectiveness of Japanese companies' training programs

Table 1: Factors affecting the effectiveness of Japanese companies' training programs

Descriptive Statistics	N	Min	Max	Mean	Std. Error
1. Lecturer (L)					
L1: The Lecturers' major and knowledge are suitable for teaching you at companies	473	1	5	3.16	.043
L2: The Lecturers applying practical experience in lessons at companies	473	1	5	3.18	.043
L3: The Lecturers were enthusiasm when communicating with you at companies	473	1	5	3.26	.045
L4: The Lecturers were cheerfulness when teaching the lessons at companies	473	1	5	3.35	.043
L5: The Lecturers who were politeness when communicating with you at companies	473	1	5	3.29	.043
L6: The Lecturers supplied many books for reading and presentation at companies	473	1	5	3.26	.043
2. Facilities and practicum environment (F)					
F1: The equipment is such as room, table that were suitable for the needs of learning at companies	473	2	5	3.99	.044

F2: The equipment is such as projector, computer, micro that were suitable for the needs of teaching at companies	473	2	5	3.95	.044
F3: The books, textbooks and documents are very good for teaching and practicum at companies	473	1	5	3.40	.050
F4: The internet system, computers and others were very good for teaching and practicum at companies	473	2	5	3.67	.059

Table 1: Continued

F5: The library system, practicum place and other equipment for teaching and learning at companies	473	1	5	3.37	.061
3. Training programs (T)					
T1: The training program is suitable for your job before learning	473	1	5	3.11	.047
T2: The training program supplying necessary information for your job	473	1	5	3.05	.045
T3: The training program was changing for enterprise demand and social need	473	1	5	3.04	.045
T4: The training program was very interested, significant for your job and life	473	1	5	3.06	.046
4. Training method (M)					
M1: The Lecturer's teaching methodology is very suitable for you at companies	473	1	5	2.99	.040
M2: The Lecturers supplying for you the skills of the presentation at companies	473	1	5	2.87	.072
M3: The Lecturers supplying many methods in teaching for you at companies	473	1	5	2.78	.067
M4: The Lecturer's teaching methodology is very easy to study lessons and to understand lessons at companies	473	1	5	2.77	.066
5. Training management Staffs (S)					
S1: The training management staff solving the problem is very good during the time training at companies	473	1	5	3.46	.041
S2: The planing of the training program is very good, suitable for you to study at companies	473	1	5	3.55	.043
S3: Training management staff finding the training need and the goal for training	473	1	5	3.46	.044

S4: Training management staff is responsible for the work of training at companies	473	1	5	3.42	.041
6. Training quality (TQ)					
TQ1: The training environment, facility and training program of companies is very interested and benefit for you at companies	473	2	5	3.36	.026
TQ2: Lecturer quality and teaching method is very suitable for training programs at companies	473	1	5	2.36	.027
TQ3: The training management ability is very good when you wanted to help and want to solve the problem in studying and job at companies	473	2	5	4.30	.031
7. The effectiveness of training programs (E)					
EF1: The knowledge, skills and behavior were improved in job and life after training	473	2	5	3.37	.028
EF2: You meet the job requirements after training	473	1	4	2.41	.029
EF3: Labor productivity improved after training	473	2	5	4.31	.030

(Source: The researcher's collecting data and SPSS)

KMO and Bartlett's Test for the effectiveness of the training programs

Test KMO and Bartlett showed that showed that Kaiser-Meyer-Olkin Measure of Sampling Adequacy was statistically significant and high data reliability (KMO = 0.808 > 0.6). This result was very good for data analysis. The results showed that Cumulative percent was statistically significant and high data reliability was 78.429 % (> 60 %).

Structure Matrix for factors of the effectiveness of the training programs

The effectiveness of the training programs at Japanese companies in Binh Duong province had 5 Components. Component 1 was Lecturer, Component 2 was Facilities, Component 3 was training management staffs, Component 4 was training methods and Component 5 was training program.

Regression analysis for factors affecting the training quality

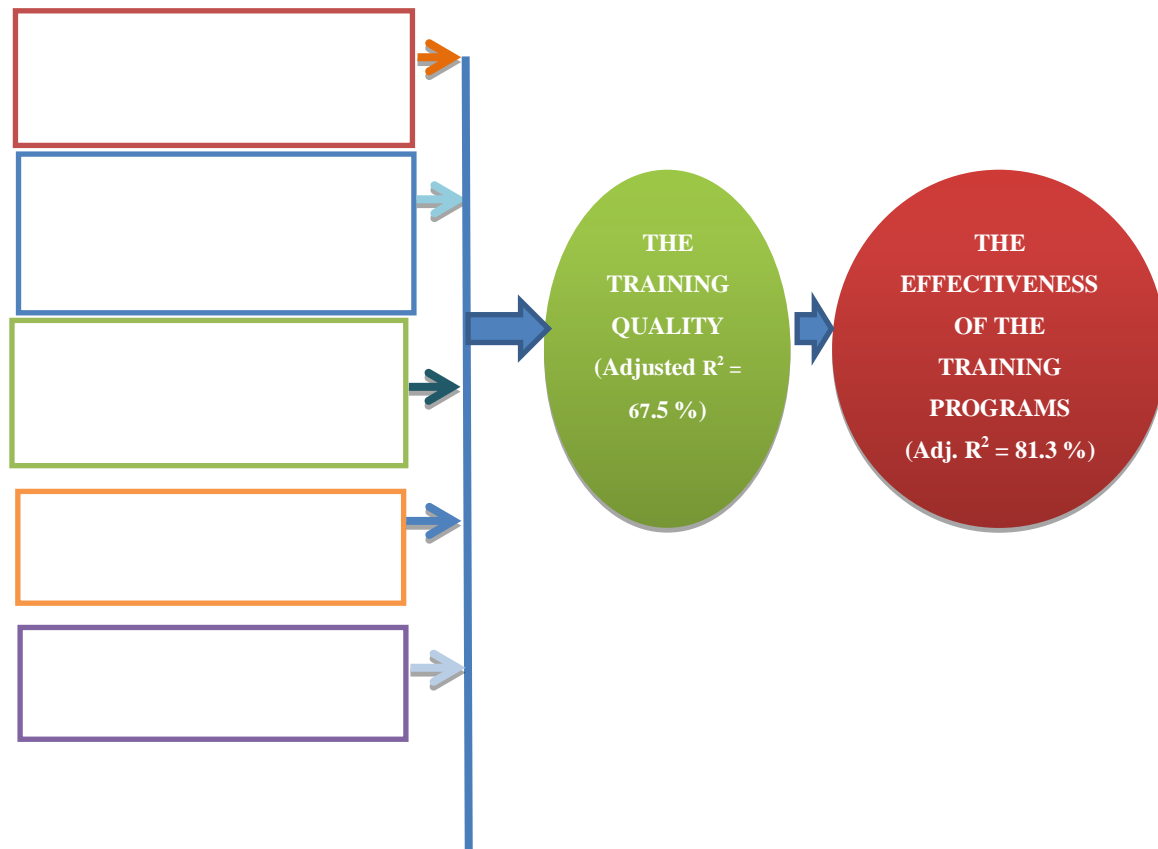


Figure 1. The Result of the Regression for factors affecting the training quality and the training quality the effectiveness of the training programs at Japanese companies in Binh Duong province

Component 1 (X1): Lecturer factor affecting on the training quality at Japanese companies in Binh Duong province with significance level of 5%.

Component 2 (X2): Facilities factor affecting on the training quality at Japanese companies in Binh Duong province with significance level of 5%.

Component 3 (X3): Training management Staff factor affecting the training quality at Japanese companies in Binh Duong province with significance level 5 %.

Component 4 (X4): Training method factor affecting on the training quality at Japanese companies in Binh Duong province with significance level 5 %.

Component 5 (X5): Training program factor affecting on the training quality at Japanese companies in Binh Duong province with significance level 5 %.

Figure 1 showed that there was the correlation between the dependent variable of the effectiveness of training programs and the independent variable of the training quality at Japanese companies in Binh Duong province with significance level of 5 %. The training

quality affecting the effectiveness of the training programs at Japanese companies in Binh Duong province with significance level 5 %.

Conclusions and Recommendations

Conclusions

The results of table 02 showed that Adjusted R Square was statistically significant and high data reliability. In addition, Adjusted R Square reached 67.5 %. Results showed that all t value > 2 was statistically significant and high data reliability. Besides, the regression coefficients were positive. This showed that the effects of independent variables in the same direction with the effectiveness of the training programs at Japanese companies in Binh Duong province. In addition, the training quality affecting the effectiveness of Japanese companies' training programs with significance level of 5 %. The research result processed from SPSS 20.0 software. The parameters of the model estimated by Least - Squares Method tested for the model assumption with 5% significance level. At the same time, the result was also scientific evidence and important for researchers, and policy makers who apply them for developing human resource management at the Japanese companies in both Binh Duong and Viet Nam.

Recommendations

Recommendations for the authority of Binh Duong province

The training is essential to the growth and economic welfare of a nation. This need for training encompasses all levels of industry, for a national level where a country's wellbeing improved by training and it can happen only when training is implemented successfully. A training program can be fruitful only when it is effective. It is already discussed the factors which affects the training effectiveness and the models of measuring training effectiveness and the methods how to implement successful training. Therefore, Binh Duong province has strategic solutions following:

First of all, Binh Duong province has human resource planning is a critical management function in that it provides management with information on resources flow that is used to calculate, among other things, recruitment needs and succession and development plans. There is a need in this new environment for human resource practitioners to take a detailed study of past and protected trends in employment loss and seek to minimize the shock of unexpected shortages of labor, increased and costly surpluses and needless redundancies.

Secondly, Binh Duong province should be able to obtain and retain the number of people we need with the skills, expertise and competencies required. Of late, a lot of teachers, doctors and nurses have left the country for greener pastures. This would not have been the case if human resources were properly (HRP) managed. HRP will also ensure that we

develop a well-trained and flexible workforce, thus contributing to the nation's ability to adapt to uncertain and changing environments.

Thirdly, Binh Duong province has recruitment and selection, in this environment, the importance of finding the right person for the job cannot be over emphasized and the decision to appoint an individual is one of the most crucial decisions an employer will ever take. Binh Duong province has a lot to learn from this. Selection decisions should no longer be based on ethnic backgrounds or tribal lines. This new environment challenges the traditional approach to recruitment and selection.

Fourthly, Binh Duong province has the planning of the Training and development. There is also a need to continuously train and develop the workforce to achieve competitive advantage. Training will ensure that the employees develop the right skills, attitudes and knowledge that will enable them to perform their jobs effectively and efficiently. Binh Duong province has to invest a lot in education and training. We have to draw lessons from the success of Japan and Germany, which have relied so much on the development of the skills, aptitudes and efforts of their people.

Fifthly, Binh Duong province has the reward management. Wages do provide a source of motivation for employees to perform effectively. Binh Duong leaving the country is doing so because of high wages offered by other countries. As a result of globalization, there is now free mobility of labor. International companies can advertise through the Internet and recruit employees from across borders.

Finally, Binh Duong province has Management development. Binh Duong province has managers who should have a vision and understand what is expected of them. Managers now trained to think globally and act locally. In addition, there should be people succession plans for management. The capabilities of any organization to achieve its business strategies in the light of critical success factors for the business (innovation, quality leadership, etc.) depend largely on the capability of its managers as developed within the organization to meet its particular demands and circumstances.

Recommendations for the improvement of the effectiveness of training programs

Training is a process of learning a sequence of programmed behavior. Training is the application of gained knowledge and experience. It gives people an awareness of rules and procedure to guide their behavior. The training is an organized procedure by which people learn knowledge and/or skills for a definite purpose. In fact, it is the training that bridges the gap between job requirement and employee present specifications. A training program is not complete until you have evaluated methods and results. A key to obtaining consistent success with training programs is to have a systematic approach to measurement and evaluation. The research results showed that there were five factors, which included of factors following quality, Facilities, training management staffs, training methods and training programs

affecting the training quality at Japanese companies in Binh Duong Province with significance level of 5 %. In addition, the training quality affecting the effectiveness of training programs (EF) at Japanese companies in Binh Duong Province with significance level of 5 % and the research result processed from SPSS 20.0 software. I had solutions for the improvement of the effectiveness of training programs (EF) at Japanese companies in Binh Duong Province following: First, the Japanese companies continue to improve the lecturer quality; Secondly, Thirdly, the Japanese companies continue to improve Facilities for both studying and practicum; fourthly, The Japanese companies continue to improve the management quality for training programs; Fifthly, The Japanese companies continue to improve the method quality of training programs; and Finally, the Japanese companies continue to improve training programs.

Recommendations for the future Research

The above-mentioned things, the next research should survey more than 500 the trainees at Japanese companies in Binh Duong Province that are more than 12,000 employees at five Japanese companies and survey other companies in Vietnam. This helps the data that is more significant. Because the study topic is very wide as employees at Japanese companies in Binh Duong is a big area. The next research should survey more than 30 the questions or items in components affecting the training quality and the effectiveness of training programs (EF) at Japanese companies in Binh Duong province.

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