

Kaizen as a Form of Lean Management to Improve Human Performance in the Organization

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Abstract: This research aims to identify one of the important improvement approaches currently in the business world, namely Kaizen, which has achieved the enhancement of the quality of the organization's outputs and the achievement of the success it aspires to, which has been reflected in achieving profit and excellence, and effectively in improving the performance of human resources in particular, as we will learn about the mechanism of this, by reviewing the most important aspects related to the concept of the Kaizen approach, passing through to give a general picture of its impact on human resources performance, and reaching to shed light on the Japanese experience in managing human resources using the Kaizen approach. The study concluded that it is necessary to follow the Japanese experience in managing human resources, given its effective role in improving performance and keeping pace with the contemporary changes and challenges witnessed by the business environment.

Keywords: Kaizen, human resource, human performance.

INTRODUCTION

The human element is one of the most important strategic elements in achieving economic and social development for any society. Therefore, all countries, regardless of their political and economic systems, seek to improve its performance by all means and methods, by focusing primarily on training and education, which increase the stock of human capital knowledge. Japan is considered one of the most important countries that cared about this, especially in order to get out of the difficult situation it was experiencing after world war, and in order to achieve development and progress, where it achieved this in a short period, and it became competitive with the strongest economies in the world. What makes us carefully and carefully examine the most important pillars of this success in the Japanese experience through the determinants of Japanese Kaizen (organizational culture, organizational structure, information technology, organizational leadership), which comes from that is “Kaizen” which is the methodology that does not recognize failure and focuses on the sustainability of continuous improvement and change for the better, by making simple changes and not deep fundamental ones, but rather it simply looks at the problems and works to solve them in a practical reality to take management out of the bureaucratic routine that depends on classical management, to focus on simple daily changes, which, when accumulated, may give a strong, deep and tangible positive impact on performance and productivity, with the highest quality and lowest cost, based in achieving this on the principle of “no waste” in all its forms, time, production, cost and effort, until reaching zero waste.

THE FIRST TOPIC: SCIENTIFIC MYTHOLOGY

First: The Research Problem

The problem of the current research is to identify the extent of availability or non-availability of the requirements for the success of Kaizen for continuous improvement in organizations that enhance the quality of their outputs and achieve

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success that is reflected in achieving profit and excellence and effectively improving the performance of human resources in production or service organizations compared to organizations that have obstacles to implementing Kaizen due to the monopoly of information, authority and decisions of managers, shortcomings in communication systems, and the reluctance of some workers to commit to the responsibility of performing the work due to lack of training and low wage levels compared to experience, efficiency, time and effort expended.

Based on the above, a set of questions can be raised that represent the problem as follows:

- 1- How did Kaizen, as a form of lean management, contribute to improving the performance of human resources in the organization?
- 2- What is Kaizen?
- 3- Why do organizations resort to the Kaizen strategy?
- 4- What are the obstacles that prevent continuous improvement in the organization?

Second: Research Hypothesis

- 1- There is a significant correlation between the continuous improvement methodology and the organizational change process in the organization.
- 2- There is no significant correlation between not investing in human resources and improving their performance and continuous improvement of Kaizen in the organization.
- 3- There is a significant correlation between the determinants of Kaizen success and the presence of motivation and incentive among officials and subordinates to make change and know the feasibility of Kaizen.
- 4- There is no significant correlation between the shortcomings of horizontal and vertical organizational communications and the obstacles to Japanese Kaizen.

Third: Research Objectives: The research aims to, Determine the relationship between Kaizen and human performance Encouraging the adoption of the visual management style (Gemba, Kaizen) in the organization Identifying the factors that affect continuous improvement in the organization (Kaizen determinants).

Four: The Important of Research: the research is an attempt to find out the novelty of following the Kaizen model is its role in confronting and absorbing the various variables facing organizations. The Japanese experience has clarified the Kaizen steps that represent the improvement in the level of human performance in the organization. collective decision making, Kaizen does not recognize failure and focuses on continuous improvement and change for the better.it contributes to providing the library with research results to benefit from them in the future in research and studies.

Five: Research Limitations:

Objectivity - Kaizen as a form of lean management and its role in improving human performance in the organization, (2023-2024), Methods of collecting information - books, research and websites that deal with Japanese experiences and the extent to which they can be applied by non-Japanese organizations.

Six: Previous studies: Table No: (01)

No.	Search name	Search results	The Extent of Agreement or Disagreement with it
1	Application of continuous improvement techniques to improve organization performance A case study - Sharfuddin Ahmed Khan\$ Other’s	Employee training to work in CI environment required both time and money, in addition to the costs of training to perform the main job.	I agree with them because the organization needs to train employees in the work environment while providing them with financial support.
2	Application vision, mission, and the effected of strategic management on crises resolve	An institution is empowered by the commitment of its personal to its principles and values.	Agree for that and we can use the Management theory by objectives and results.
3	Basic elements of total quality management	Total employee involvement, Process-centered, Integrated system.	I disagree, as the focus here is on operations only, while kaizen control over judicial inputs and outputs is continually improved.

The table was prepared by the researchers.

THE SECOND SECTION

Introduction to the literature of continuous improvement (Kaizen) & Conceptual framework for human resources performance.

First - Introduction to the literature of continuous improvement (Kaizen):

Kaizen: Continuous improvement - It is a Japanese term that means continuous improvement, and it is composed of two parts: Zen, which means (change), and the second is Kai, which means (for the better). this term means change for the better or better, and its common meaning between the Japanese is continuous gradual improvement in all aspects of the organization and not in a series. Just basic production processes so everyone is involved (Management and workers) in improvement processes, Kaizen is a process that has no limits. it is continuous and never ending. it is based on the assumption that field workers know well what they should do. Management, in turn, enables workers to make continuous improvements to the daily tasks assigned to them. Thus, workers have the freedom to improve their work willingly and without. Intervention on the part of the administration. in light of Japan's economic advantages, especially in the poverty factor of inputs to production processes, as Japan imports approximately 93% of its resources from the outside world, and after the historical events it was exposed to during World War, including the complete destruction of its industrial fabric, it focused on rebuilding the state, rebuilding the state. By adopting a model of changing thinking, this was by adopting a modern model that contributed remarkably to achieving a significant percentage of profits and returns, and reducing waste of time and cost.

1-The Concept of Kaizen and Its Origins:

The roots of continuous improvement, or kaizen, go back to the Japanese engineer taiichi Ono (1912-1990), who is considered the father of work organization in the Japanese company Toyota. After world war, Japan began, a process called rebuilding operations, as many Japanese companies relied on the application of adopting a continuous improvement program. Toshiba in 1946 and Toyota in 1951 pioneered this methodology and were largely successful in improving productivity.

The credit for its spread is also due to the Japanese expert Masakay Imai in spreading the concept of Kaizen. he is the president and owner of the Kaizen Institute, which is located in the Japanese capital, Tokyo. he was known as the Redeveloper of Kaizen, especially after publishing his book “Gemba Kaizen” in 1986. Kaizen is a language: it means “continuous improvement”, which consists of two words: KAI, which means change, and ZEN, which means better, so that the term has come to mean: “change for the better or better, As for the term: it is a Japanese methodology for improving performance, which adopts the principle of continuous improvement of everything, relying on the use of logical methods in management, and activating the optimal use of current resources without the need to allocate new investments and resources ,Therefore, it can be said that the Kaizen approach is a Japanese methodology for improving performance, which adopts the principle of continuous improvement of everything in the organization based on the use of modern methods in management and activating the optimal use of available resources, without the need to allocate new investments and resources, and it is the methodology that was adopted and achieved success. For many Japanese institutions such as the Japanese company Toyota, which has created a breakthrough in the world of management and business.

2-The Basic Principles of the Kaizen Approach:

Based on the concept of Kaizen, it is a way of life that helps improve productivity and masterwork, and this can only be achieved by relying on a set of principles, the most important of which are:

- Continuous improvement takes into account the responsibility of every individual in the organization, starting with senior management, passing through middle management and reaching lower management.

The Kaizen approach is based primarily on improving quality, meaning that not a single day should pass without making any improvements, no matter how small, anywhere in the organization.

The Kaizen philosophy is because any activity in the organization should ultimately lead to customer satisfaction.

- Always strive to achieve quality first and then profit as a result, as any institution can flourish only if the customer is satisfied with the product and service.

3- Benefits of Using the Kaizen Approach: The use of the Kaizen approach achieves a number of benefits, the most important of which are: 8):

As shown in diagram No. (1).

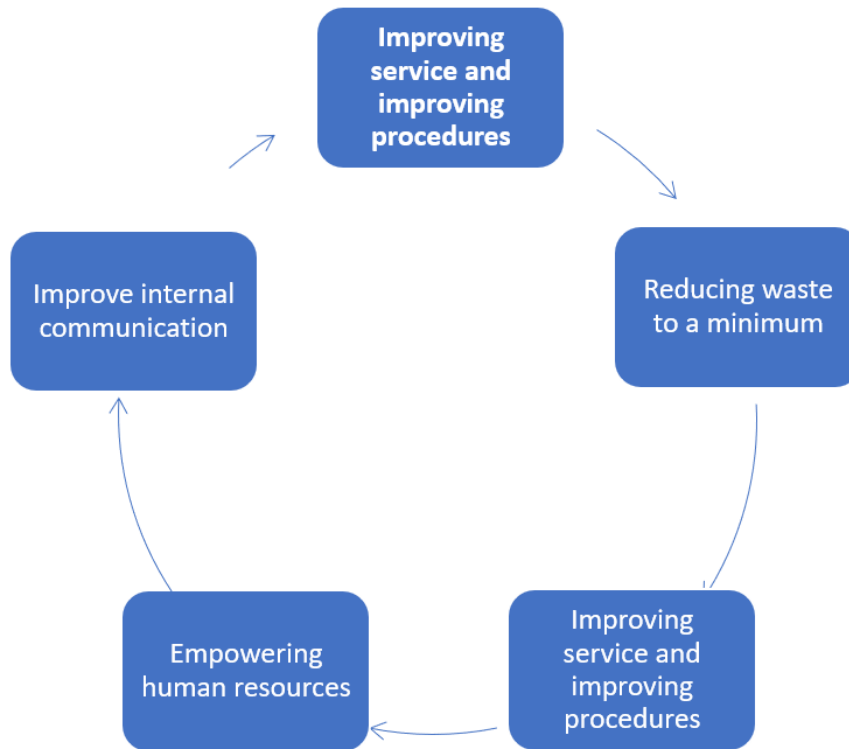


Figure 1: The plan was prepared by the researchers based on the information available from (Alwan & Taloush: p. 447)

4- Show the Difference between the Principle of Continuous Improvement, Kaizen, and Radical Improvement, Kaikaku:

Any small change that is made in the long term and leads to reducing waste is called Kaizen, while radical changes such as the use of business process reengineering (reengineering) are called “Kaikaku” by the Japanese. The Kaizen methodology for dealing with problems works at two levels (the individual level and the process level), and this is considered the secret of its superiority over the radical improvement method, which works at the process and technology level, which is an American culture. Table No. (02) Explain the difference between continuous improvement and radical improvement:

Table No 02: The difference between continuous improvement and radical improvement

Kaikaku	Kaizen
The change is radical and widespread	Change is simple and limited
Rapid and radical improvement of any activity aimed at eliminating waste that does not add value to the product.	A gradual and continuous improvement process that does not end, and includes all employees in the organization from upper management to lower management
The planning timeline takes from several weeks to several months, while implementation takes from several hours to several weeks, which justifies allocating additional resources to implement improvements.	The planning and implementation timeline takes from several hours to several weeks, and does not require allocating special resources to the improvement process
it achieves results more slowly but increases the competitiveness of the organization	Fast results with simple contributions from employees
Kaikaku is used to make radical and important strategic improvements, and to continue improving them with Kaizen	Continuous incremental improvements in kaizen may lead to radical improvements
Kaikaku is a transformative approach, focusing on radical improvements	Kaizen is a developmental approach that focuses on continuous, incremental improvements

Source: Muhammad Adnan Abu Al-Ragheb, Japanese Quality Methodology Kaizen, Dar Al-Murhaj, Amman, Jordan, first edition, 2015, p. 38.

From Table: (02) we find that without the culture of Kaizen, Kaikaku cannot be implemented, and without Kaikaku, Kaizen cannot achieve the desired results in the long term, and therefore one cannot in any way cancel the other.

Hence, the interactive relationship between the two approaches to change at their different levels, continuous and radical, appears.

Second - Conceptual Framework for Human Resources Performance:

The concept of performance has received and continues to receive the attention of many writers and researchers, especially in the field of institutional management, due to its effective role in informing institutions of their goal of growth and survival. Human resource performance is considered one of the most prominent types of performance ever.

1- The Concept of Human Resources Performance:

The concept of performance is linked to (Performance) is considered by many human resources researchers more than any other, because it is considered the basis for building any institution and the active member in mobilizing the rest of the resources in it is worth noting at the outset that the linguistic derivation of the term performance is derived from the English word (to perform), which in turn was derived from the Latin language (performer) and means carrying out a task or performing a job, Where are the multiple definitions that defined the concept of human resources performance as follows:- The degree of achieving and completing the tasks that make up an individual's job, which reflects how the individual achieves or satisfies the job requirements.

- It is the result of a series of activities related to a job, department, or department, carried out by the employee or manager to achieve a specific goal.

Therefore, it can be said that the performance of human resources means the result of the effort made by individuals to achieve certain goals, and is determined by the set of achievements that they achieve, and by the behaviors that reflect these achievements. It can also be affected by many specifications, characteristics and organizational characteristics, which may affect either negatively or positively. Positive impact on the performance of the organization as a whole, and contributing to the study of indicators used to measure efficiency and effectiveness related to employee performance.

2- Stages of Improving Human Resources Performance:

The success of improving the performance of human resources depends on the extent of integration, coordination and harmony between its various stages, as this success translates into the individual achieving the best levels of performance compared to the target, leading to achieving the organization's goals, as the stages of achieving this are manifested in:

1- Human Resources Performance Planning: It is a process that aims to establish the infrastructure upon which the effective performance of any work or task is based, which is defining and describing this work according to the appropriate technical design, taking into account the capabilities and energies of the human resources that can be provided for the work, as well as the organization's conditions, capabilities, and the surrounding climate. Performance planning tasks include the following:

- Determine the tasks, duties and responsibilities that the human resource must carry out within a specific period of time;
- Determine the assistance necessary to be provided to individuals, whether by their superiors or by other parties in the institution;
- Determine the areas covered by the work and relationships with other individuals or work groups;
- Determine the stages of work and the targeted cost and quality levels.

The performance planning process serves as a platform that provides an objective basis that prepares the organization to engage in the effective application of the idea of management by results, and the creation of a common field of expertise between the superior and the subordinate that gives a high degree of common understanding of the circumstances of the work and its requirements, and thus creates positive behaviors between the two parties.

2 - Human Resources Performance Guidance: Performance guidance is the continuous communication process between the manager and those in charge of the work, to ensure the provision of conditions that help implement performance according to the plan, as well as to confront changes in performance conditions, whether due to external variables occurring in the surrounding environment, such as economic and social transformations, which may cause imbalances in the levels of skill, ability and degree of enthusiasm among working individuals for various reasons.

3 - HR Performance Diagnosis: The ultimate goal of human resources diagnosis is to work on finding solutions to improve productivity) and increase efficiency. Therefore, the performance diagnosis process includes procedures for detecting the performance gap, determining its nature and severity, and then searching for its sources, studying its causes, determining the resulting effects, and seeking to find appropriate ways and mechanisms to eliminate it and achieve the desired improvement.

4 - Evaluating the Performance of Human Resources: Evaluating the performance of human resources is the most important stage of improving performance in human resources, which requires us to give it a wide space that enables us to precisely adjust its various elements and determine its objectives.

5 - Improving and Developing the Performance of Human Resources: Developing the performance of human resources is considered the last stage of improving performance, and this is done through the use of modern approaches to organizational change and development, in order to achieve the desired results, search for strengths to preserve them, and uncover weaknesses to address them. And reduce it.

3- Modern Models for Improving the Performance of Human Resources in the Organization: Recent years have witnessed several models in the field of improving the performance of human resources in the organization, the most important of which are:

1 - Management by Objectives: Management by objectives is a comprehensive management system that relies on measurable goals determined through cooperation and participation between all administrative levels. Any organization aims through it to increase the participation of subordinates in setting the goals they achieve and making appropriate decisions for that. It is used as a method for measuring and evaluating performance, where the degree of evaluation depends on the method of achievement and the degree of achievement of the previously set goals. Management by objectives is characterized by its primary focus on the future performance of the individual. It also aims to develop the individual's ability to define his goals, determine ways to achieve them, analyze his abilities, and judge his performance. In addition, it focuses on specific achievements or behavioral aspects in the individual's work. Moreover, this method reveals the supervisors' abilities to think and innovate. What also distinguishes it is its intense focus on the individual more than on the group.

2- Performance Management Human Resources: Performance management is an ongoing communication process, implemented jointly between an employee and his direct supervisor, that aims to achieve clear expectations and understanding regarding the essential job duties that the employee is expected to perform. Where is this by asking the following questions? :

- How does the employee's work contribute to achieving the organization's goals?
- What does mastery mean in specific terms?
- How the employee and supervisor will work together to maintain, improve, and build upon the employee's current performance.
- How will the worker's performance be evaluated?
- What are the obstacles to performance and how to overcome them?

Performance management is based on several interconnected and integrated processes that aim to achieve specific performance results, and achieve the organization's own goals. This is done by determining the required level of performance, then measuring the actual level of it, determining the difference between the two levels, and working to narrow it and improve and develop the actual performance to reach the targeted level.

THE THIRD SECTION

The Pillars of Human Resources Management in Japan as a Modern Approach & The Contribution of the Kaizen Approach to Improving Human Performance in Japanese Management

First - The pillars of human resources management in Japan as a modern approach: In managing its human resources, the Japanese administration relies on many pillars and pillars, with the aim of improving the performance of its human resource, and among these pillars we mention:

1- Collective Responsibility: Although the Japanese organization adopts many classical principles in organization, whether for the purpose of grouping the aspects of activity or in the clear central definition of the relations of authority and responsibility, the most important thing that distinguishes it from the classical organization is that the definition of authorities and responsibilities is not on an individual basis, but on a collective basis, and thus the unit of construction in the organization is the group and not the individual. Since authority and responsibility are determined on a group basis and not on an individual basis, accountability must be on a collective basis.

2- Comprehensive Interest in the Employee: The Japanese manager is not only concerned with the practical side of the employee's life, but he is also concerned with the aspect related to his private life on the basis that the human being is an integrated entity that cannot be divided, and that both aspects of his life affect the other. The employee who suffers from some problems his family life is expected to be directly reflected in his work, and this is in his regularity in work and his interest in it. By focusing on performance and its relationships with others, the Japanese manager is keen to pay attention to the private problems of his employees as much as he does to the problems of work, and these are also considered among the important aspects that are taken into account when evaluating his performance.

3- Mutual Trust between the Individual and the Organization: Which creates in the individual a strong motivation towards work, which is reflected in the discipline of the Japanese worker compared to others, as statistics prove accordingly that the percentage of absenteeism from work is very small (1.95%), and trust is also reflected in Achieved in improving performance, increasing productivity, and enhancing implicit and self-control.

4- Comprehensive Intelligence and Skill: which is achieved after experience, practice, and long experience in the practicing job and other jobs related to it.

5- Family Organizational Climate: This is achieved by creating an atmosphere of familiarity and affection, which is a result of management's interest in employees, employees' concern for each other, lack of selfishness, and belief in the strength of the group. Thus, this familiarity creates in the individual a feeling of security, reassurance, and concern for others, which reflects positively on organizational climate and thus productivity

6- Working on Establishing Theory Z: This theory is based on the necessity of instilling the human values of the organization in the souls of workers and establishing cooperative and informal relationships between them to increase coordination and informal consultation, discussing issues and decisions between management and workers, and emphasizing work and bearing responsibility collectively. In this theory, contributed to presenting the administrative style followed in Japanese institutions, and distinguished administrative practices in the Japanese management model, which he called the "Zad Theory" model in management.

Perhaps what distinguishes this model is its focus on individuals and the environment in which they work. it considers individuals to be important central elements who have a major and active role in decision-making. it also views employment as a long-term mutual commitment in which the social and economic status of workers is taken into account.

The purpose of this theory is to develop a sense of ownership and belonging among individuals in the organization, which increases their loyalty to the organization's goals, which will make them more contributors to overall production. To develop a sense of institutional ownership, individuals must feel that they are part of the work and a party that is taken into account in decision-making. Therefore, organizations must adopt a participatory approach to decision-making so that every individual working in the organization is affected and has the opportunity to influence it and contribute to the decisions taken. Examples of successful American companies that have used the theory include: Z" as a management style.

This Theory is Based on Several Axes:

- Focusing on performance more than on informal relationships.
- The organizational form should be compatible with changing circumstances and complex technology.
- Reducing administrative levels and being less formal.
- Activating the teamwork approach to ensure long-term organizational loyalty.
- Long-term employment, but slow promotions.
- Collective decision-making.
- Caring for workers and their welfare.

Second - The contribution of the Kaizen approach to improving human performance in Japanese management

The Japanese Kaizen approach is considered one of the strategies that goes beyond the levels of theory and directs to processes and procedures whose results can be demonstrated on the human resources within the organization. The ultimate goal lies mainly in the continuous improvement of the performance of the human resource, which is considered one of the most important elements of production, especially in light of the small inputs of production processes. Where did this approach come to constitute a real revolution in the field of management: in order to achieve the practical application of the Kaizen approach, the Japanese administration has adopted several policies, including:

1- Lifetime Employment Guarantee

The Japanese administration is keen to ensure a permanent and stable job opportunity for the employee who has been approved for appointment in the organization, so that he works without being threatened with dismissal. The Japanese administration applies this policy because it believes in its positive effects on both productivity and the morale of the workforce. Applying this policy helps reduce the rate of turnover, saves on training costs, and encourages the individual to develop friendly and cordial relationships with his colleagues, which increases organizational cohesion and makes the individual more loyal and attached to the organization. although the practical concept of permanent employment means ensuring a stable job opportunity until the retirement age specified by 60 years in some countries for women and men (in Iraq) , while the International Labor Organization adopted 55 years for women and 63 years for men, but if there is a sufficient volume of work, those who must be referred to retirement can also be kept in the form of temporary employment in the same jobs (or in any other jobs and activities determined by the organization), but the salary in this case is reduced by one third in the belief that the individual at such an age is less burdened than before. 4-2 Complementary policies to the permanent employment policy: The application of the permanent employment policy is linked to a set of complementary sub-policies that include:

2-Policies Complementary to the Permanent Employment Policy: The implementation of the permanent employment policy is linked to a set of complementary sub-policies that include:

- a- Selection Policy:** The policy of lifelong job guarantee prompts major organizations in Japan to follow a careful selection policy that ensures they select the best elements that can adapt to the organization's conditions and its own philosophy. Therefore, they always prefer new graduates because they are easier to prepare and prepare. The

focus in the selection process is not on the extent to which the individual has the skills that qualify him for a specific position, but rather on the extent to which his personal characteristics and educational level match the organization's needs and the extent of his ability to grow and be prepared to acquire new skills.

- b- Continuing Training Policy:** The implementation of the policy of guaranteeing lifelong employment for employees requires Japanese organizations to pay attention to continuous training that includes every individual in the organization from the beginning of his working life until its end.

The continuous training process aims to qualify the individual to be more able to adapt to the organization's philosophy and values, and more prepared not only to carry out the duties of his current job, but also some other jobs in the organization, as the continuous training process is a shared responsibility between the individual and the organization.

- c- Kaizen Policy in Promotion:** The policy of Japanese organizations is based on not rushing promotions. An ordinary employee can be promoted to assistant department head in no less than 8 years. The essence of this slow promotion policy is that an individual is not promoted until he has spent a sufficient period in the organization during which he can become familiar with the various aspects of work in the organization and become saturated with its unique values and philosophy, and that the period is also sufficient to evaluate his performance and judge his level of competence on a sound basis. This slow promotion policy is coupled with following the seniority rule, where priority in promotion is given to the one who has the longest service in the organization, and in the event of equality in this condition, preference is given as a condition of competence.

- d- Kaizen Policy in Performance Evaluation:** Japanese management believes that performance evaluation conducted over relatively short periods (six months or a year) does not help in correctly judging the employee's worthiness, as it is considered an insufficient period, in addition to the fact that the evaluation in this case will often be by one individual, his direct supervisor, as he is the person who knows him best and is most attached to him. However, if the evaluation occurs over long periods (once every five years, for example), the individual's personality and level of performance will be a clearer picture, in addition to the fact that in this case it is possible for more than one official to participate in evaluating his performance, as the work cycle method has given them the opportunity to know him closely. The performance evaluation system in major Japanese organizations is characterized by being a comprehensive system, as it is not only concerned with measuring the superficial phenomena of performance, but also concerned with measuring various personal and behavioral characteristics that affect it, such as the ability to innovate, renew and emotional maturity, communication skills, the ability to cooperate, and the extent of his contribution to the performance of the group.

2- Kaizen Policy in Wages: when an individual joins the service, his basic wage is determined based on his educational level and then increases with the increase in his service in the organization, meaning that there is a close link between the basic wage and seniority, in addition to some social allowances, the determination of which is not directly related to years of service, but their value is usually calculated as a percentage of the basic wage. The basic philosophy of the seniority-based wage system is based on two ideas: the longer the individual's service, the more efficient he becomes, and therefore his wage should increase. Also, the burdens of an individual in the early stages of his life are relatively less, and as he gets older, his responsibilities and burdens increase, and therefore the wage system should be in line with this logic.

3- The Policy of Preferring General Knowledge Over Limited Specialization: Japanese management believes that precise specialization in a specific career path reduces organizational loyalty, makes it easier for the individual to move from one organization to another, and does not achieve flexibility in career mobility, whether internally or externally.

Accordingly, Japanese business organizations have implemented the job rotation method

4- Visual Management (Gemba Kaizen): We mean by it how to make problems visible, tangible and in touch with reality as a basic pillar in visual management, which is widely used in arranging and preparing the workplace, in human resources management, inventory management, determining standard indicators and monitoring operations and performance. Human resources management in Japan is based on the necessity for the manager to spend most of his time moving between offices, getting to know his employees and them getting to know him, listening to them about what is happening around him and following up on the conditions of the institution. This management has become so widespread that it has been called "management by walking." Visual management in Japan is called Gemba Kaizen, which is a simple word that means managing the problem from place to place so that it can manage time, or what is called time management with the appropriate accuracy and speed, and this is intended to get rid of the roots of the problem and work to prevent its recurrence in the future. This method is a method of continuous improvement that derives its value from reality, and in this way the elements and principles of management are completed, which are mainly represented in planning, implementation, control and development. However, in order for these elements to be complete and to provide effective performance, it is necessary to adopt three basic strategies: establishing rules for work, cleansing from corruption, and governance of human resources.

5- Steps to Apply Kaizen to Improve the Performance of Human Resources: The Kaizen system undoubtedly stems from a Japanese environment and is based on many steps that must be adhered to improve performance, including:

- Going to the site of the event continuously and suddenly.
- Using strategic thinking methods and periodic listening to employees.
- Taking preventive and immediate measures, which are often ongoing.

- Searching for real methods and their relative importance in creating the problem.
- Activating and developing continuous self-monitoring among employees and developing the spirit of the culture of opinion and other opinions to establish the foundations of democracy in the administration.
- Adopting an open-ended management style and departing from the traditional framework by using modern technologies.
- Activating the open-door policy between the official and the worker through transparency and credibility in providing private information regarding the progress of operations.

We give an example of the model (7) principles of the “Toyota Way”

1. Continuous flow: Businesses should aim for a continuous, efficient flow of activities, material and information.
2. Pull Match production levels to customer demand.
3. Load balancing: Level out workload between resources.
4. Focus on quality: Foster a quality-focused culture by prioritizing quality management and problem-solving.
5. Standardize tasks: Adopt and document repeatable methods and encourage continual improvement of standards.
6. Use visual controls: Make vital information easy to see and understand with simple visual cues. This principle also includes implementing the 5S method of cleaning up workspaces.
7. Implement proven technology: Use reliable, tested technology that supports your employees, the above principles and lean thinking.

Steps to Apply Kaizen to Improve Human Resources Performance: The Kaizen system undoubtedly originates from the Japanese environment and is based on several steps that must be adhered to in order to improve performance, including:

- Going down to the event site continuously and suddenly,
- Using strategic thinking techniques and regular listening to employees,
- Taking preventive and immediate action, often on an ongoing basis,
- Search for the real methods and their relative importance in creating the problem,
- Activating and developing continuous self-control among employees and developing the spirit of the culture of opinion and other opinions to establish the foundations of democracy in management.
- Adopting an open management style and breaking out of the traditional framework by using modern technologies.
- Activating the open door policy between the manager and the worker through transparency and credibility in providing information regarding the progress of operations.
- Comparison between the requirements for the success of Kaizen implementation and its obstacles

Kaizen is based on basic pillars, the most important of which is the human element, which is considered the basis for all creative improvement processes through the new, creative and innovative ideas it provides to the organization in which it works. The human element is shocked when Kaizen is applied in the organization by the monopoly of information, authority and decisions by managers and the reluctance of some workers to commit to responsibility in performing work as a result of the shortcomings of training programs and the low level of wages compared to experience and efficiency.

Table No 3: Explains the requirements for the success of the Japanese Kaizen application and its obstacles

Obstacles to implementing Kaizen	Requirements for the success of Kaizen implementation	T
Information monopoly by managers	Prevent or lose resources in the organization	1
Monopoly of power and decisions	Setting goals	2
Deficiencies of horizontal and vertical organizational information systems	Pre-planning and follow-up of projects to determine the level of performance to confront the problems and crises (deviations) that they are exposed to.	3
Some employees' reluctance to take responsibility	Employee stability	4
Training system deficiencies	6 sigma	5
Low wages with effort and efficiency	Parental management and visual management	6

SECTION FOUR: CONCLUSIONS AND RECOMMENDATIONS

This Section will Address the Most Important Conclusions and Recommendations as Follows:

Firs: Conclusions:

Through this presentation of the concepts related to human resources performance and the contribution of the Japanese experience through the continuous improvement methodology (Kaizen) in the process of improving performance and reducing waste in time and cost, the most important results reached by the research can be presented, some of which we mention:

- 1- The continuous improvement methodology is considered one of the important mechanisms in the organizational change process, through creating continuous change in the performance of human resources activities, innovating

new methods for this, and breaking with administrative and behavioral traditions that are useless to work with. Rather, the basis is speed of achievement at a lower cost.

- 2- There are many axes through which the continuous improvement process is carried out, starting from improving the processes related to a specific field of work, and reaching the continuous and effective redesign of the processes through which the organization can reap the fruits of this effort at an appropriate time, and passing through other processes such as identifying value-creating activities, strategic processes and structures..., and this is only available through investing in human resources and improving their performance.
- 3- The success of Kaizen is determined by the extent of motivation and incentive among officials and subordinates to make the change and know the feasibility behind it, including commitment to the principles of change and its requirements, which usually stem from the needs and desires of the customer, and may require consultants even from outside the organization, with the formation of trained work teams in multiple functional areas.

Second: Recommendations

Some recommendations can be presented, including:

- 1- Institutions seeking to achieve success must first begin the process of (forming, qualifying, and training) their human resources on an ongoing basis, seeking each time to improve their performance, using the Kaizen approach.
- 2- Striving to raise the capabilities of individuals and develop skilled people to raise the level of production and reduce the cost of money and time.
- 3- The necessity for institutions to move towards the participatory management approach, and this is done by holding periodic meetings and encouraging creative ideas, with the aim of establishing a sense of belonging to the institution.
- 4- Work on developing a slogan for the organization that is repeated periodically by employees to motivate them, for example the slogan "Let's work towards a zero accident rate."
- 5- Working to establish the paternalistic management style due to its great importance in improving the performance of human resources.

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