

## HRM PRACTICES ACROSS DIFFERENT CULTURES: AN EVIDENCE-BASED STUDY IN CANADA AND JAPAN

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### ABSTRACT

**Received** : 1 July 2024  
**Accepted** : 31 August 2024  
**Published** : 30 September 2024

**Keywords:**

*Cross-cultural HRM, cultural influence, Canada, Japan.*

This paper specifically aims to conduct a comprehensive and in-depth analysis of human resource management (HRM) practices in Canada and Japan, with a view to exploring the extent to which culture, social values, history and societal context influence HRM policies and implementation in both countries. This study has used method with a descriptive-qualitative approach was strictly applied to collect empirical data from various relevant secondary references. The data collected covered key aspects of HRM, such as recruitment, selection, training, compensation, Occupational Health and Safety (OHS), and termination of employment. Data analysis was conducted comparatively, focusing on identifying differences, similarities, and common patterns of HRM practices. The results show that HRM in Canada is significantly influenced by social aspirations for inclusiveness, diversity, and equal opportunity, which are reflected in its multidimensional and accommodating employee recruitment, selection, and training systems. On the other hand, HRM in Japan is deeply rooted in a culture of collectivism, group harmony, and organizational loyalty, which is reflected in training programs, compensation schemes, and layoff policies that emphasize collaboration and the sustainability of long-term employment relationships. A deep understanding of the influence of cultural and historical context on the formation of a country's HRM system. This understanding becomes the basis for the development of HRM models and policies that are adaptive and resilient in the face of globalization dynamics, applicable to the context of societies with similar characteristics in other countries.

## INTRODUCTION

Human Resource Management in organizations is a central aspect in achieving strategic and operational goals. HRM challenges become more complex when applied in diverse cultural contexts, where differences in societal values, norms, and values have a significant impact on organizational dynamics. In the context of globalization and interconnection between countries, an in-depth understanding of HRM practices across cultures is essential.

Canada and Japan, as two developed countries with unique cultural heritages, offer substantial and interesting comparative studies in the context of Human Resource Management (HRM). Human Resource Management in Canada reflects the country's advanced economic and cultural dynamics (Ng & Maki, 1993). Canada's Gross Domestic Product (GDP) per capita and standard of living levels rank among the highest in the world, paralleling similar achievements by the United States, Japan, and some Western European countries. Nonetheless, Canada's real economic growth has consistently averaged around 3.5 percent per year since 1971. This North American country exhibits outstanding economic characteristics, with maintained stability and sustained growth (Martinsons, 1994). As one of the countries with the highest GDP per capita in the world, Canada has an HRM system geared towards improving its economic competitiveness and meeting the needs of qualified human resources. HRM practices in Canada must be able to accommodate employee diversity, ensure inclusivity, and promote a fair and balanced work culture.

On the other hand, Human Resource Management (HRM) practices in Japan reflect a unique dynamic between ancient cultural heritage and technological modernity in a business context. Japan is a complex and dynamic social entity that has undergone significant transformation over the past 125 years, its metamorphosis encompassing the transition from a feudal structure to a modern industrial society and significant economic power (Selmer, 2001). As a developed country with a rich

cultural history, Japan provides a picture of HRM reflected in the values of collectivity, hierarchy, and dedication to work. The highly valued culture of collectivity encourages a group approach to leadership and emphasizes the importance of harmony among team members. In contrast to other Asian countries, collectivity culture in Japan has been effectively integrated into the corporate context (Kashima and Callan, 1994). Work refers to the process of individual identification with a larger entity, through which individuals gain pride and a sense of belonging to an entity that has significance, by linking the prestige of individuals directly to the prestige of the company they work for. Generally, the company is perceived as a provider of security and well-being, and loyalty to the company often exceeds family ties (Selmer, 2001).

This in-depth literature study of Human Resource Management (HRM) in Canada and Japan contributes significantly to the understanding of how aspects of these cultures shape and influence human resource management policies, procedures and practices. This comparison not only provides insight into how each country responds to the dynamics of globalization, but also provides an in-depth understanding of the ways in which local cultural values shape HRM practices that are contextual in nature.

An in-depth understanding of Human Resource Management in Canada and Japan can also provide food for thought for Human Resource Management practitioners and policies in countries with similar cultural contexts. Factors such as organizational structure, leadership concepts, and views on work-life balance can be studied in depth to enrich the HRM literature that is currently still dominated by research in the Western context.

Through a desk-based study approach, this research will explore empirical data to investigate in detail the implementation of HRM in Canada and Japan. The results are expected to provide a richer and more contextualized view of HRM comparisons across cultures, creating a foundation for the development of HRM models that are responsive to the cultural uniqueness of today's global society.

## LITERATURE REVIEW

### *Sub chapter 1 (Times New Roman 11, Bold, Italic)*

According to (Barmeyer, Bausch, & Mancayo, 2019) Cross-culture itself is material that studies how a person behaves in an organization and also trains a person to work in an organization with employees or clients who are different in cultural aspects, they will understand, be able to compare and also improve the interaction of workers, clients suppliers and other alliance partners.

In short, cross-cultural management is how we can manage people who have different backgrounds. A manager must have adequate knowledge so that the cultural differences and similarities that occur in an organization do not cause division, cross-cultural things cannot be separated from the effectiveness of communication (Ybema and Byun, 2009).

The importance of understanding the benefits of cultural differences for business success, by understanding the benefits of cultural differences is that it can increase market prices, the absence of information ambiguity, the absence of unclear corporate and industrial boundaries, increased awareness of the ecological and social environment, along with changes in organizational structure, culture, and values, makes business organizations, especially those of small and medium scale, increasingly require an adequate level of institutional adaptability (Sugito, 2015). An individual who is able to improvise or adapt to the rules or structure of the organization, then successfully achieve their goals in a dynamically changing environment. If, an organization cannot improvise with cultural differences, it may experience a decline in performance that can lead to bankruptcy.

Recruitment practices, according to Sunyoto (Roidah, 2020), recruitment can be interpreted as an activity that aims to find and attract prospective applicants to join a company. This process involves identifying the qualifications, skills, abilities, motivation, and knowledge of applicants who match the criteria needed by the company. Meanwhile, the definition of recruitment itself according to Soetrisno (Sudarta et al., 2022) is an activity carried out by an organization or company to search, procure, find, and attract applicants to be employed in the company.

According to (Noe, et al, 2011) Recruitment activities are designed to influence (1) the number of applicants for job vacancies, (2) the characteristics of applicants, and / or (3) the likelihood of applicants who apply for job vacancies to accept various positions if offered. Then a company before making a decision there are 3 areas of recruitment, namely: (1) employee policies that impact the types of jobs provided by the company; (2) recruitment sources used to find potential applicants that affect the types of people who apply; (3) various characteristics and behaviors of recruiters.

Selection practice itself refers to the phase of the process where the selection of prospective employees who meet the criteria and place them according to company needs. According to Cashmere (Eka et al., 2022), selection itself is also a step taken by the company to select a group of job applicants who best match the company's criteria to fill the required position. Selection practices in large-scale companies can vary depending on the effectiveness and objectives of the company, where the final result is divided into two groups: prospective applicants who fit the criteria will be placed in the required position, while the rest will be rejected by the company (Abbasi et al., 2022).

According to Ajabar (2020), there are two methods of implementation, namely the non- scientific method which is generally not based on criteria, standards, or specifications of job requirements, involves the necessary files, and bases decisions on recommendations from trusted parties. On the other hand, there is a scientific method that involves careful analysis of certain elements to select employees who are competent and can be placed appropriately. Training is an initiative that aims to improve individual competence and performance in the context of economic activities. Through training, employees can gain a deeper understanding of practical knowledge and its application, with the aim of improving skills, capabilities, and attitudes that are relevant to achieving organizational goals (Andayani & Makian, 2017). As stated by Desler (2009), training is a process that aims to teach employees, both new and existing, the basic skills needed to carry out their job duties. Training activities are one of the efforts made to improve the quality of human resources in the work environment. This is necessary because

employees, regardless of their status as new or employed, need to take part in training in response to job demands that can change due to the dynamics of changes in the work environment, organizational strategies, and other factors. Meanwhile, according to Mathis (2006: 302), training can be defined as a process in which individuals acquire specific skills or abilities with the aim of making a better contribution to achieving organizational goals. Therefore, the training process is not only a series of activities to improve individual skills, but also closely related to the achievement of various goals set by the organization.

Some understanding of compensation according to experts, among others: Anwar Prabu Mangkunegara (2001: 83) namely Compensation is a comparable consideration. In employment, gifts of a monetary nature are compensation given to employees as a reward for the services they have. Then, according to (Agus Sunyoto, 2008: 69) Compensation itself is the company's expenses and costs, meanwhile, referring to the money spent and costs borne by a company. Motivation, on the other hand, is an urge that arises naturally in a person, either with awareness or without awareness, to take certain actions. It is the effort that drives a person or a certain group to do something with a specific purpose, the effort that drives them to achieve a desired goal.

In 1972, Japan passed a comprehensive Occupational Safety and Health Act to ensure OSH in the workplace (Mo, 2005). In 2001, the Ministry of Health, Welfare, and Labor combined occupational safety with occupational disease prevention to strengthen OHS supervision and management (Heng Chuan, Liu, & Gao, 2008). Construction work, which includes a lot of heavy labor, demands attention, preparation, and good management of Occupational Safety and Health (OSH). Many experts, including (Ramli, 2010), have diverse views on the definition of Occupational Safety and Health (OSH).

The implementation of K3 has many factors that must be considered, namely, the Occupational Safety and Health Management System, Human Resource Management (HRM), Personal Protective Equipment (PPE) and Work Protective Equipment, Facilities and Work Environment, Obstacles in the Implementation of Occupational Safety and Health.

The practice of layoffs, termination of employment (Pemutusan Hubungan Kerja/PHK) or termination of employment is a company action to terminate the employment of employees, either within a certain period of time or permanently, which can be done either at the request of the employee or the company's decision. Employee dismissal aims to maintain the effectiveness and efficiency of the company's organization (Mangkunegara, 2007, as cited by Hamali, 2018: 250). According to the Indonesian Labor Law No. 13 of 2003, Termination of Employment is defined as the termination of employment for a certain reason which causes the end of rights and obligations between workers / laborers and employers.

According to deLeon (1982), considered an influential work in the policy literature, program termination is identified as having three rationales: economics (cost reduction), program inefficiency, and political ideology. Although sometimes evaluated in isolation, according to deLeon a thorough examination of most termination decisions will reveal that the company has aspects or at least nominal allusions to all three. Adam et al. (2007) are conclusive in stating that the age of an organization has a positive correlation with its survival probability, and that the general performance of an organization has an impact on the likelihood of termination; the probability of termination increases when an organization exhibits low levels of efficiency and effectiveness in achieving its goals.

## **METHOD**

This research is a descriptive-qualitative literature study that seeks to describe cross-cultural human resource management (HRM) practices in Canada and Japan in different Asian and American continents. This literature study research uses various written sources such as journal/conference articles, websites on the internet, and documents relevant to the study in this research. Literature study is a method of data collection that is not aimed directly at the research subject and examines various kinds of documents that are useful for analysis. This study focuses on cross-cultural HRM practices such as recruitment, selection, training, compensation, OHS, and layoffs.

Data processing in this study was carried out by: (1) selecting data or information obtained from internet search results or from literature studies regarding cross-cultural HRM practices as a whole; (2) conducting a comparison and conclusion process based on differences in 2 countries in 2 different continental regions.

## **FINDINGS AND DISCUSSION**

### ***HRM Practices in Canada***

#### ***Recruitment***

Based on the results of three scholarly studies focusing on human resource management (HRM) in Canada, several conclusions can be drawn about recruitment in general. First, the broader scope of practice in HRH recruitment in rural Canada plays a crucial role, being the most important factor influencing interest in practicing there. Interest in the rural lifestyle also had a significant impact, although to a lesser extent. In addition, financial incentives did not significantly affect interest in being recruited, while training experience in rural areas correlated with greater interest. However, research on recruitment of health workers other than doctors is limited, and more research needs to be done for this specific profession.

Second, in the context of home support workers (HSWs), recruitment and retention challenges are highlighted. With the increasing demand for home care services, potential strategies involve improving working conditions, attractive salaries and career development opportunities. While working conditions for HSWs have positive aspects, such as career development opportunities, workload, stress, and job insecurity are critical issues. Discrimination and racism are also serious concerns. Therefore, further research and policies are needed to address the growing demand and improve working conditions for HSWs in Canada. Overall, the conclusions of this study suggest that human resource management in Canada needs to rise to the challenge and formulate a holistic recruitment strategy to meet the diverse HR needs of various sectors.

#### ***Selection***

Selection is the selection of job candidates from a pre-created applicant pool in a manner that will meet management's goals and objectives and applicable legal requirements. (Maillet, 2017). The

selection system in Canada reflects a holistic and diverse approach, involving various tools and methods of evaluating potential employees. Research by Risavy et al. (2019) shows that personality testing is used as one of the selection tools, demonstrating diversity in the assessment of employee potential.

HR practitioners in Canada seem to have a certain belief in effective human resource practices, which may reflect the tendency to use certain selection methods. Interviews, as the most common selection tool, dominate the selection process in Canada with 90.8% of organizations reporting it as an integral part. Resume/CV/cover letter analysis is also very common, used by 82.4% of organizations. Reference checking and application form analysis are also quite common, with 70.6% and 50.4% of organizations using them respectively.

Less commonly used selection tools include biodata/biographical information assessment and assessment of non-social media information available on the internet, with only 3.4% and 5.0% usage respectively. General mental ability/IQ tests and graphological assessments (handwriting analysis) are among the least commonly used selection tools, with only 4.2% and 2.5% of organizations reporting their use.

Background checks, conducted by third parties, are also quite common in Canada and can help companies avoid claims of negligent hiring. However, there are differences in the use of selection tools between the public and private sectors, with interviews being used more frequently in the private sector. The data shows that traditional methods such as interviews and reference checks are relied upon more by organizations, while selection tools that are considered less valid or less job-related, such as graphology tests, are rarely used.

In the manufacturing industry, interviews are the most frequently used selection method, but follow-up evaluation and test validation are less common, creating opportunities to improve the effectiveness of the selection process. Despite the diversity of tools and methods, selection results in Canada, especially in the manufacturing industry, indicate a need for increased follow-up evaluation and test validation to ensure recruitment success. (Jain, 1974). Companies have the potential to

improve the validity and effectiveness of their selection processes, thus ensuring that candidates selected for managerial positions truly fit the needs of the organization.

### *Training*

According to (Gibb & Walker, 2011) the Canadian federal government has several job training programs, such as the Bold Eagle Programme which works with the Department of National Defence and provincial Indian affairs organizations to provide two months of training to young Indigenous Canadians with the option to pursue employment in the armed forces. There is also the Aboriginal Skills and Employment Partnership (ASEP) which is a government partnership with organizations and businesses to provide training and employment opportunities for Indigenous Canadians in the oil, gas, mining, forestry and hydro-electric industries. The Targeted Initiative for Older Workers is also a federal government program that provides funding to provinces to increase skills training and upgrading for workers aged 55-

64. This shows that the Canadian federal government has various job training programs aimed at different groups of people, including Indigenous youth, older workers, and Indigenous Canadians.

The variety of vocational training programs aimed at different groups in society is a hallmark of the training process in Canadian state employment enterprises. This shows the concrete efforts of the Canadian federal government to provide vocational training that meets the needs of different groups of people. However, there are some shortcomings of the training process in Canada's state employment enterprises. One of them is the lack of consistency and coordination between short government-funded projects and stakeholders. This leads to a lack of consistency and coordination among projects, policies, and program delivery. According to (Gibb & Walker, 2011) (Gibb & Walker, 2011), there is a mismatch between the government's rhetoric of building a high-skilled society and economy and the actual programs that tend to focus on developing a low-skilled workforce. In addition, government policies seem to have a paradoxical goal of supporting a high-skilled society. But in practice, it supports low-skilled and marginalized individuals. Lack of information on requirements, program funding, and proper allocation of funds are also weaknesses in the

training process in Canadian state workplaces. For example, the Aboriginal Skills and Employment Partnership (ASEP) policy received \$215 million between 2003 and 2009 to help employers provide 50 long-term sustainable jobs for Indigenous people, but it is unknown how these funds were allocated and what is meant by 'sustainable'. Another weakness is the lack of in-depth literature on Canadian federal policy on skills, employment, training and lifelong learning, resulting in a lack of understanding of the policy.

### *Compensation*

A comparison of compensation in the government sector and private sector in Canada shows that government sector workers generally receive higher salaries and benefits compared to private sector workers. However, this difference in compensation can have a negative impact on innovation. In Canada, the law relating to inventions by employees does not specifically provide for mandatory compensation for employee inventors. This is in contrast to some other countries that have provisions embedded in statutory language, often as part of patent law, that mandate compensation for employees in situations where the employer is granted the benefit of the employee's invention.

The article by Alex Gloor highlights that reforms that provide mandatory compensation to employee inventors in Canada can improve the utility of the Patent Act as a tool to stimulate innovation. The research argues that the distribution of incentives currently offered by the Canadian Patent Act is inefficient and uneven among all parties involved in the creation of inventions. Therefore, providing mandatory compensation to employee inventors in Canada can be considered as a desirable step to improve this situation and to further stimulate innovation in practice.

By providing mandatory compensation to employee inventors, employers will be more motivated to encourage their employees to innovate. This is because employees will feel that they have a right to the fruits of their innovation, and they will be more inclined to share their ideas with their employers. In addition, mandatory compensation will also help ensure that employees who make inventions are entitled to the economic benefits of those inventions. This is important to ensure that employees

have an incentive to innovate, and to ensure that innovations are distributed fairly.

### *Occupational Health And Safety*

Occupational Health and Safety (OHS) related regulations are based on Canada's provincial and federal OHS laws. Each jurisdiction has its own regulations, although the profession is not specifically regulated or licensed. Nonetheless, there are recognized certifications and certificate programs, such as the Canadian Registered Safety Professional (CRSP) and Certified Health & Safety Consultant (CHSC). Certification bodies such as the Board of Canadian Registered Safety Professionals (BCRSP) and the Canadian Society of Safety Engineering (CSSE) were established to set standards of practice, education and competence for OHS professionals in Canada.

The certification process for OHS professionals in Canada involves mandatory examinations designed to test specific competencies. Certification schemes accredited according to international standards such as the INSHPO framework and the Singapore Deed by various organizations in Canada demonstrate a commitment to raising the standards of practice and competence of OHS professionals in the country. Overall, the OHS profession in Canada is influenced by a combination of legislative requirements, professional certification, and initiatives of national bodies such as BCRSP and CSSE to maintain high standards in competence and practice.

In July 2014, the Province of Ontario, Canada, introduced mandatory awareness training for all workers and supervisors, aimed at increasing their knowledge of basic rights and responsibilities to prevent workplace accidents. While worker training is a key prevention activity, research on its effectiveness in Canada is limited. In summary, the Canadian approach to OHS involves a focus on training, mandatory awareness programs, and awareness raising through sectoral or hazard-specific OHS training.

### *LAYOFFS (Termination of Employment)*

In the context of termination in Canada, the system requiring "just cause" creates a legal environment that provides high protection for employees. Unlike the "employment-at-will" approach in the United States, employers in Canada must have a strong and

legitimate reason to terminate employment. The termination process in Canada involves steps such as giving notice, fair investigation, and providing an opportunity for the employee to improve behavior. The beauty of this system is that it provides greater legal certainty to employees, as well as forces employers to ensure fairness and continuity in terminations. Despite the legal complexities and variations between provincial jurisdictions, this approach highlights the importance of employee rights protection and dispute resolution through arbitration, creating a more structured and fair work environment. A key reference in this research involves Heenan's (1996) contribution to understanding aspects of human resource law in Canada, underscoring the significant differences in the approach to layoffs between Canada and the United States.

### ***HRM Practices in Japan***

#### *Recruitment*

Research on international student recruitment at Japanese universities, particularly Ritsumeikan, revealed that despite great efforts, challenges in increasing the number and diversity of students from overseas are still evident, with only 2.8% coming from overseas, the majority from the Asia Pacific region. Recruitment orientation, especially profession-sensitive, language-sensitive, and interculture-sensitive, was identified as a key factor in improving knowledge transfer in a global business environment.

In the context of foreign subsidiaries in Japan, the research highlights that different recruitment orientations have a significant impact on knowledge transfer. Recruitment taking into account professional, linguistic and intercultural competencies is positively valued, especially when foreign subsidiaries are acquired. Providing intercultural training to managers was also recognized as an effective measure, demonstrating the importance of adaptability to multicultural environments through smart recruitment strategies.

The impact of changes in corporate structure and human resource management practices in Japan has been significant on managerial employment. Although Japanese managers have a uniform interpretation of concepts such as career and promotion, differences emerge based on age, experience, and gender. Increased employment in the service sector and

changes in job types affect the demands and expectations for managerial jobs in Japan.

The results of this study show that each of the three recruitment orientations positively affects the knowledge transfer of multinational firms. In particular, the positive effect of profession-sensitive recruitment is enhanced when a foreign subsidiary is established through acquisition. The positive effect of culture-sensitive recruitment on knowledge transfer is also strengthened by the provision of professional training.

In conclusion, the need for more targeted recruitment and adaptability in the face of global dynamics and structural changes in Japan is key. Recruitment strategies that consider professional, language and intercultural competencies are important in both higher education and the business environment. Diversification of international students should also be encouraged, while understanding the implications of structural changes at the managerial level is crucial. subsidiaries.

#### *Selection*

The selection system in Japan reflects a unique approach, with greater attention to values such as teamwork, harmony and equal treatment. Unlike Germany, which places more value on individuals, performance and specific skills, Japanese companies adjust to the fact that new staff may not have specialized professional experience. They focus more on personal qualities such as teamwork ability, commitment, and loyalty, and favor generalists who can adjust to changing requirements. (Deller & Flunkert, 1996)

The selection system in Japan begins in the 3rd year of university, with the process starting on March 1. The initial stage involves pre-enrollment, where candidates must request information from desired companies and submit pre-registration. Participation in company information sessions in March to May is key, as absence can affect chances in the selection process.

In the 4th year of university, between April to May, candidates proceed by submitting an application sheet and resume as per the company's format. A written exam is then conducted to identify basic skills, general knowledge, and personality, with a reading comprehension requirement in Japanese. Success in the written exam is a requirement to proceed to the interview stage.

The interview process in Japan lasts a minimum of 3 times, covering formats such as individual, group, and group discussion interviews. Afterward, in June, depending on the company, a preliminary informal job offer may be issued. More formal informal job offers are made from October 1. In this series, the Japanese selection process emphasizes face-to-face interaction, language skills, and respect for company values. Attendance at each stage of the selection process and readiness to follow company procedures are key in achieving the desired job offer.

Meanwhile, the selection process in Japan for overseas assignments in multinational companies shows its distinctive features. While not using tests to measure candidates' relational abilities, Japanese companies recognize the importance of such skills and develop them through specialized training programs. The selection process involves interviews, with 71% of companies interviewing only management candidates and 62% only technically-oriented candidates. This shows a cultural difference with the practice in US and Western European companies of involving spouses in interviews. (Tung, 1982).

#### *Training*

Japanese companies have been developing their human resources through on-the-job training to achieve high-quality skills, organizational effectiveness, and productivity. On-the-job training offers a variety of training programs and job task rotations. Japanese management characteristics such as lifetime commitment, seniority pay, recruitment of new graduates, internal promotion, and job rotation have contributed to the development and maintenance of on-the-job training. (Yamada, 1994). Thus, training in key skills such as workplace discipline, teamwork, communication, hard work, learning ability, and good behavior is necessary. (Pilz & Alexander, 2011).

Employee training in Japan tends to focus on skill development and productivity improvement, rather than just orientation and technical training. Companies in Japan are also beginning to adopt a more open approach to training, providing opportunities for employees to develop skills relevant to business needs. In addition, employee training is also increasingly linked to the company's business strategy, making it more integrated with the company's overall goals (Dalton & Benson, 2002). (Dalton & Benson, 2002).

Through a more open training process that is integrated with the Company's business strategy, it can provide opportunities for employees to develop skills that are relevant to business needs. This allows the company to have more skilled and productive employees, which in turn can improve the overall performance of the company. (Dalton & Benson, 2002). Companies in Japan also have a view on the obligation to offer comprehensive training to new employees. This allows companies to select from a large number of academically highly qualified young applicants and then mold them according to their company's requirements. Companies in Japan view it as an obligation to offer comprehensive training to new employees (Pilz & Alexander, 2011).

On the other hand, the training process in Japanese companies has limited capabilities of the on-the-job training system in the new social environment. The on-the-job training system of Japanese companies cannot provide sufficient knowledge in the face of the structural change of industry from heavy industry to high value-added service industry. This points to the need for off-the-job training at higher education institutions to provide more specialized off-the-job training education. The overall change in Japan's higher education system will face difficulties.

### *Compensation*

In Japan, the gender gap in compensation remains a challenge. Female workers generally receive lower wages than male workers, which is due to several factors, including:

- **Productivity:** Female workers and part-time workers have lower productivity compared to male workers. This is due to differences in education, work experience, and household workload.
- **Gender discrimination:** Female workers are often considered less productive than male workers, which can lead to them receiving lower wages.
- **Delayed payment contracts:** Female workers and part-time workers are less likely to be involved in delayed payment contracts. These contracts can widen the wage gap between female and male workers.

Meanwhile, research shows that CEO cash compensation in Japan is sensitive to firm performance, particularly to accounting measures such as Return on Assets (ROA). The sensitivity of

CEO cash compensation to ROA ranges between 1.3 and 1.4. Stock market performance tends to play a less important role in the determination of CEO compensation in Japan. Research also shows that the bonus system in Japan makes CEO compensation more sensitive to company performance. Recommendations for director compensation levels in Japan are usually approved without much change by the annual general meeting of shareholders, which suggests that the sensitivity of CEO compensation to firm performance, particularly stock market performance, may be weak in Japan.

In addition, research shows that profit creation, employee productivity, and employee profit sharing have a significant impact on employee wage rates. Profit creation expands the cash pool available to pay employees, and employee productivity increases profits per employee through employee experience (accumulated skills, knowledge, and networks), incentives (preventing employees from engaging in opportunistic behavior), and sorting mechanisms (allowing high-performing employees to stay longer). Employee productivity is also considered to have a close relationship with wage levels as firms compensate employees for higher productivity.

However, employee profit sharing only has a significant impact on employee wage levels when employee productivity is high. Further analysis shows that the effect of employee profit sharing on employee wages is conditional on employee productivity, but both can jointly affect wage levels. Nonetheless, in the context of the research conducted, employee profit sharing does not have a significant effect on the average annual wage of employees, regardless of the level of profit creation. Overall, the results show that profit creation and employee productivity have a positive, direct and significant impact on average annual employee wages, while the impact of employee profit sharing is not as clear as expected.

### *Occupational Health And Safety*

The occupational safety system in Japan is run through a multi-subject participation model involving government agencies, the Japan Industrial Safety and Health Association (JISHA), and companies (Chen, Hou, Zhang, & Li, 2020). The government's responsibilities include policy-making and implementation supervision at the local level, while JISHA assists companies in their efforts to prevent

industrial accidents. Companies themselves are responsible for the establishment of occupational health management systems, operational environment control, operational management, health management, and occupational health education.

The implementation of Occupational Health and Safety (OHS) in Japan involves actions such as legislation revisions, diverse initiatives, and programs based on advice from OHS experts and pioneering companies. The Japanese government encourages health and productivity management in companies using policies, incentives, guidance, and assistance. In 2019, amendments also focused on controlling working hours and strengthening the independence of doctors. This shows that the implementation of OSH in Japan involves government intervention, incentives, and guidance to companies to ensure effective management of employee health and productivity.

#### *LAYOFFS (Termination of Employment)*

In the study "Termination of Contract of Employment Under Japanese Labor Law: Dismissal in General and Career Fraud" by Masahiro Ken Kuwahara, the author discusses the rules, legal basis, culture, and advantages of termination in Japan. Termination regulations in Japan are governed by the Civil Code and Labor Standard Act, with employers required to provide reasonable or fair reasons for termination. Japanese corporate culture, especially lifelong employment practices and harmonious relationships, play an important role in managing dismissals. The advantages of layoffs in Japan include strong legal protection for employees and strict administrative procedures. Meanwhile, in the article "A Comparative Introduction to Japanese & United States Wrongful Termination Law (1990)" by S. Maya Iwanaga, a comparison between the layoff systems in Japan and the United States was found. In Japan, job stability is highly valued, with protection given to workers from unfair dismissal. This system differs from the "at-will employment" doctrine in the US which allows dismissal without just cause. Iwanaga highlighted the fundamental differences in approach to dismissal and dispute resolution between the two systems. Finally, in the study "Effects of an Occupational Mental Health Program on Sick Leave Duration, Restoration and Contract Termination Rates (2007)" by Yoko Kono & Takashi Hosaka, the rules and legal basis, culture, advantages and challenges

related to dismissal in Japan are covered. The Labor Standards Act and lifelong employment practices are an important part of shaping dismissal policy in Japan, with advantages such as high job stability and strong employee support. Challenges include economic changes and strict regulations on layoffs.

### ***Differences in HRM Practices***

#### *Recruitment*

Recruitment in Japan places great emphasis on cultural values and integration with established corporate philosophies. The process begins in the third year of college through written tests and interviews, assessing aspects of cooperation, commitment, and loyalty. Despite showing difficulties in attracting international students and globally-oriented staff, professional and intercultural recruitment is thought to improve knowledge transfer in multinational companies. The system seeks candidates who are in line with the established corporate culture, with the hope that training programs can strengthen aspects of collaboration and harmony in a global environment. However, challenges arise in embracing diversity and preparing human resources for future business dynamics.

Meanwhile, in Canada, recruitment practices tend to be inclusive and responsive to candidate diversity. Various holistic evaluation methods are used to assess potential, with a focus on accommodating the diverse backgrounds of potential employees. While aspirational in assessing multidimensional potential, challenges arise in meeting the need for skilled personnel in some sectors, especially in remote areas. Improved specific recruitment strategies are needed to achieve a better balance between inclusiveness and efficiency in supporting a diverse workforce across the country.

#### *Selection*

The selection systems in Canada and Japan have notable differences in the approaches and methods used. In Canada, the selection process reflects a holistic and diverse approach, with the use of various tools and methods of evaluating potential employees, including personality testing. Research shows that HR practitioners in Canada have a belief in effective

human resource practices, which may reflect the tendency to use certain selection methods.

On the other hand, the selection system in Japan emphasizes values such as teamwork, harmony, and equal treatment. Japanese companies tend to look for personal qualities such as teamwork ability, commitment, and loyalty, and favor generalists who can adapt to changing requirements. The selection process in Japan also starts earlier, in the 3rd year of university, and involves more structured stages, including pre-registration, company information sessions, written exams, and a series of interviews.

In addition, interviews dominate the selection process in Canada, with resume/CV/application letter analysis also very common. Reference checks and analysis of application forms are also quite common, while selection tools such as assessment of biodata/biographical information and assessment of non-social media information available on the internet are rarely used. In contrast, the selection process in Japan for overseas assignments in multinational companies does not use tests to measure candidates' relational abilities, but develops such skills through specialized training programs. The selection process involves interviews, with significant cultural differences compared to corporate practice.

### *Training*

Human resource management (HRM) practices in Japan and Canada reflect significant differences in approach. In Japan, companies tend to adopt an intensive workplace approach, focusing on employee skill development and long-term commitment. Training programs in Japan cover comprehensive aspects such as workplace discipline, teamwork, and learning ability. The Japanese management system features lifetime commitment, job rotation and seniority-based pay as an integral part of human resource development.

Canada, on the other hand, presents a different picture with its diverse government programs aimed at specific groups of people. While concrete efforts have been made to provide training that meets the needs of different groups, such as Indigenous youth and older workers, consistency and coordination challenges are evident in the implementation of such practices. In addition, there is a tendency for training programs to emphasize the development of a low- skilled

workforce, despite government rhetoric highlighting the importance of high skills.

Lack of transparency of clear information on requirements, program funding and allocation of funds is an obstacle to training practices in Canada. For example, the allocation of funds for the Aboriginal Skills and Employment Partnership (ASEP) program shows a lack of clarity in the understanding of 'sustainable'. Overall, Japan focuses on integrating training with business strategy and long-term commitments, while Canada has challenges in achieving consistency and ensuring training meets the needs of different groups of people.

### *Compensation*

In Japan, employee compensation is determined more by length of service and seniority, rather than individual performance. Japanese companies provide periodic salary increases and year-end bonuses that tend to be distributed equally to all employees, regardless of performance differences. This is to promote loyalty and long-term cooperation although it is considered to be less motivating for individual superior performance. Some companies are starting to implement performance-based systems although the portion is still small.

In contrast, in Canada, compensation determination places a high priority on personal performance and individual employee contributions. Merit and intensive systems are used to encourage high performance, including personal performance bonuses and salary increases based on performance appraisals. But to encourage long-term cooperation, attractive benefits and retirement programs are also offered by Canadian companies.

### *Occupational Health And Safety*

A brief comparison of Occupational Health and Safety (OHS) regulations and practices in companies in Canada and Japan reveals differences in approach that reflect each country's cultural and legal context. In Canada, the OHS approach is based on legislation at the provincial and federal levels, with an emphasis on standardization and certification by agencies such as BCRSP and CSSE. The focus is on mandatory training and programs to raise workers' awareness of OHS, although research on the effectiveness of such programs is limited.

On the other hand, Japan adopts an OHS system that involves cooperation between the government,

industry associations such as JISHA, and companies. Companies' responsibilities cover various aspects such as OSH management systems, work environment control, and operational management. The Japanese government actively encourages health and productivity management through policies, incentives, and guidance, with amendments to laws focused on controlling working hours and the role of company doctors.

#### *LAYOFFS (Termination of Employment)*

In Canada, the layoff policy system applies the principle of "just cause," which provides high protection for employees by requiring employers to have a compelling and legitimate reason for termination. The termination process there involves giving notice, a fair investigation, and providing an opportunity for the employee to improve behavior. This creates legal certainty and a high level of employee rights protection, which differs significantly from the "employment-at-will" approach adopted in the United States.

In Japan, layoff rules are governed by the Civil Code and Labor Standard Act, where employers are required to provide reasonable and fair reasons. A corporate culture that emphasizes lifelong employment and harmonious relationships is a key factor in termination policies. The country offers strong legal protection for employees, with strict administrative procedures to ensure fairness. Continuity of employment and protection from unfair dismissal are highly valued, creating a stark contrast to the "at-will employment" doctrine common in the United States. In Japan, the Labor Standards Act and lifelong employment practices form the basis of layoff policies, with the key advantages of high job stability and strong support for employees, although key challenges remain related to economic changes and strict layoff regulations.

#### **CONCLUSION**

Human Resource Management (HRM) practices in Canada are generally influenced by cultural diversity and a commitment to the value of inclusiveness in society. This is reflected in employee recruitment and selection systems that are multidimensional in assessing individual potential, considering attributes

such as experience, education, interests and aspirations of candidates. Employee training programs are designed inclusively to meet the development needs of various community groups, including military veterans, senior workers, and indigenous peoples. Compensation schemes are typically determined based on personal contribution and individual performance, while providing competitive benefits packages and long-term retirement plans to encourage organizational loyalty.

On the other hand, HRM practices in Japan are heavily influenced by a culture of collectivism and an emphasis on harmony and collaboration within the organization. This is reflected in the recruitment and selection system, which emphasizes the prospective employee's loyalty to the company's values and ability to adapt to the established corporate culture. Employee training programs are designed to strengthen the spirit of cooperation, team productivity, and technical skills enhancement to support the company's production and progress. Compensation schemes consider employee tenure and seniority rather than individual personal performance.

In terms of Occupational Health and Safety (OHS) policies, both Canada and Japan apply high standards to protect the rights and welfare of workers. Governments in both countries regulate and legislate to ensure a safe workplace for all employees. The principle of equal rights and obligations is upheld in both Canada and Japan in the Termination of Employment (PHK) policy, where employers are required to provide rational and fair reasons and justifications before terminating employment.

A comparative analysis of HRM systems and practices between Canada and Japan provides an in-depth understanding of how historical context, social values, and culture shape their approaches to managing human resources. This understanding has significant value in formulating HRM policies that are adaptive to the challenges of globalization, both now and in the future.

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