Journal of Business Management Education (JBME)

Systematic Literature Review: 'Horenso' Communication and 'Kaizen' Work Culture in Knowledge Management

Galuh Boga Kuswara, Rofi Rofaida, Syamsul Hadi Senen

Universitas Pendidikan Indonesia

*Correspondence: galuh.kuswara@upi.edu

A B S T R A C T

This article discusses 'Horenso' communication and 'Kaizen' work culture in knowledge management in companies and industry. These three variables are thought to be able to encourage a culture of learning and innovation, by utilizing 'Horenso' communication and 'Kaizen' work culture, so that companies can improve performance and operational efficiency from managed knowledge management. This research method uses the Systematic Literature Review method, with data sources based on the Scopus and Google Scholar databases. The results of this research found that the integration of 'Horenso' communication, 'Kaizen' work culture, and knowledge management significantly increased effectiveness and efficiency in the Company's performance. 'Horenso' communication ensures the efficient flow of information, 'Kaizen' drives continuous improvement, and knowledge management facilitates the effective use of knowledge. The combination of the three creates a work environment that values learning and innovation, and requires strong leadership and employee engagement to succeed. This helps companies become more resilient and responsive to dynamic changes.

1. INTRODUCTION

Communication in the employee work environment is the main key to achieving efficiency and effectiveness in company operations. Effective communication plays a vital role in clarifying roles and responsibilities, which helps reduce misunderstandings and increase productivity. Good communication between teams and departments is essential to facilitate better collaboration, which is indispensable in completing complex tasks and achieving organizational goals. Open and appreciated communication also increases employee morale and job satisfaction, making them feel more valued and involved (Wardhana et al., 2023).

On another point of view, effective communication is essential in overcoming conflicts that may arise in the workplace, enabling constructive resolution of problems. An environment that supports open communication encourages employees to share ideas and opinions, which can lead to innovation and improvements in work practices. In a fast-changing business world, good communication is key to managing change effectively, ensuring all team members stay informed and involved. Developing effective communication skills and ensuring open communication channels in the workplace are important aspects that cannot be ignored to achieve organizational success.

Various forms of communication in organizations are adapted to the organizational structure, one of which is line, functional and matrix. Line communication can be explained as top-down, involving the transmission of information from managers to subordinates, aimed at providing direction, coordination, motivation, leadership and control of activities. Bottom-up communication describes the flow of messages from employees to managers, starting with employees and then moving up to higher levels. Furthermore, horizontal communication occurs between parts that are in equal positions in the organization. Diagonal communication indicates interaction between two different organizational levels, which is different from traditional forms of communication (Handayani & Sukardi, 2020).

'Horenso' Communication, where this communication is an acronym of the Japanese words: "Houkoku" (report), "Renraku" (inform), and "Soudan" (consult). These communication practices aim to ensure efficient and effective communication within the organization. In 'Horenso', employees are expected to proactively report work progress, inform about important changes or problems that arise, and consult with superiors or colleagues when facing problems or making important decisions. 'Horenso' is a basic concept to advance work and every workplace requires communication skills. However, many business workers misunderstand that everything goes from lower management to upper management. This concept is a two-way communication that is needed by lower management, upper management, and fellow colleagues (Johnson, 2008).

The concept of "Houkoku" in 'Horenso' communication is divided into two main types, namely basic type and application type. Basic types include three types of reports that are usually assigned to junior employees. First, there is the concept of a Results Report, where the report must be submitted to the appointed person, prioritize conclusions, be prepared concisely, and be prepared correctly. Second, the Interim Report, is a temporary report that includes work progress, reports on obstacles, and the importance of reporting crucial matters even in limited conditions. Third, Problem Reports, which are carried out when problems occur, must be reported quickly, especially in emergencies, and prepare answers to questions that may be asked.

"Houkoku" aims to create transparency in work and ensure that superiors always get a clear picture of what is happening in their teams. This helps build a sense of accountability among employees. Employees are expected to report on the progress of their work periodically. This may include daily, weekly, or monthly reports, depending on the nature of

the work. When there is a problem, significant change, or need for an urgent decision, a report should be made to ensure that superiors are notified immediately. Reports should usually be brief, focus on important points, and provide enough information for the supervisor to understand the situation without having to get involved in the details. The use of communication tools such as email, project management systems, or scheduled meetings can be used for the reporting process. It is important to use the right tools that suit the culture and needs of the organization. For effective implementation, employees need to be trained on the importance of "Houkoku" and how to do it effectively. Also, there must be an organizational culture that supports open communication and feedback.

"Renraku" concept emphasizes the importance of conveying facts and information related to work to relevant parties. In this context, two important forms of cooperation are vertical cooperation between superiors and subordinates and horizontal cooperation between departments. In communicating with colleagues in the same company, there are several principles that must be followed, such as communicating only to related parties, using memos for people who are not present, communicating quickly, considering the condition of the person you are talking to, and actively communicating when you realize something new.

Meanwhile, in dealing with clients, ensure that the information conveyed is clear and direct to the important points. Information must be specific, relevant, and not misleading. Take steps to ensure that information is only shared with interested parties and avoid disseminating information to unrelated parties. Not only respond to situations as they arise, but also actively communicate, especially when discovering new information or issues that need to be shared. Record and save all forms of communication, such as emails and memos, as evidence and reference for the future. This is especially important in communicating with clients for audit and clarification purposes. After communicating, follow up to ensure that the information was received and understood correctly. In communications, especially via email, it is important to be aware of the risk of fraud and ensure the authenticity of the information received.

The concept of "Soudan" is an important process in the work context, this is done when someone feels confused and needs help in making decisions related to work, where employees or leaders receive opinions, input, instructions and suggestions from superiors or seniors. Effective consultation can encourage personal development and increase morale and work efficiency. There are several important points in consulting, which include determining the right time for the consultation, doing it before the problem becomes complicated, and distinguishing between professional and personal consultations. Preparation before consulting is also essential, including preparing a personal opinion, completing relevant data, and reviewing consultation materials. The benefits of consulting include avoiding mistakes, working optimally, showing initiative to superiors, and getting opportunities for career advancement.

Identify situations or problems in the workplace where employees need guidance, advice, or input. This can range from challenges on a particular project, to career decisions, to interpersonal problems with coworkers. Choose a boss, mentor, or senior who has experience or expertise relevant to the problems employees face. It is important to consult with someone the employee trusts and respects. Before the consultation session, prepare all relevant data, information or materials. This includes a summary of the problem, proposed solutions the employee is considering, and specific questions the employee would like addressed. Choose a time that works for both parties. Make sure that the time chosen allows for an unhurried and focused discussion. During the consultation session, be clear and direct in explaining the employee's situation. Listen carefully to the suggestions and feedback provided, and don't

hesitate to ask questions for clarification. After implementing the suggestion or solution, do "Houkoku", which is to inform the consultee about the progress or results that have been achieved. This helps in building ongoing communication and good professional relationships (Suryani & Suri, 2021).

'Horenso' communication concept supports knowledge management in the Corporate environment, where "Houkoku" facilitates the regular sharing of knowledge about progress, findings and lessons learned, keeping organizational knowledge relevant and up to date. "Renraku", with its focus on effective information dissemination, ensures that the right knowledge is available to all team members, supporting better decision making and increased collaboration. Meanwhile, "Soudan" promotes tactical and strategic knowledge exchange through consultation, strengthening learning and knowledge transfer between employees. Through 'Horenso' practices, organizations can create a supportive environment for knowledge sharing, where transparency, collaboration and continuous learning are at the heart of the continuous improvement process. Thus, 'Horenso' contributes significantly to effective knowledge management, helping organizations to remain adaptive, innovative and competitive in a dynamic business environment.

'Horenso' communication can be applied together with 'Kaizen' work culture, where 'Kaizen' is used to describe a management process and business culture means continuous and gradual improvement with the active participation and commitment of all employees in any form. carried out by the company. 'Kaizen' does not only apply in Japan, because basically every individual or organization in any country always wants to be the best, for this reason improvements and improvements are always needed at all times, this is based on the meaning of 'Kaizen' itself, namely improvement and perfection continuously and sustainably.

'Kaizen' literally means "Perfection" or can be interpreted as continuous improvement. In managerial application, 'Kaizen' itself is more directed at Total Quality Management (TQM), Zero Defects (ZD), Just In-Time (JIT) and several other activities that lead to quality control and quality development through various improvements towards system perfection. 'Kaizen' places quality as the main foundation in an organization's production process and also makes 'Kaizen' a basis for thinking and acting in order to create quality results. In other words, it can be concluded that the 'Kaizen' culture is a process of improvement that occurs continuously to improve work methods, increase the quality and productivity of output by, among other things, instilling a disciplined attitude towards employees and creating a comfortable workplace for employees that involves all members in the hierarchy. companies, both management and employees (Saragih et al., 2017).

In the context of 'Kaizen', management has two main functions, namely: maintenance and improvement. Maintenance relates to activities to maintain technology, managerial systems, existing operational standards, and maintaining operational standards through training and discipline. Meanwhile, improvements relate to activities directed at improving existing standards. Improvement can be differentiated as 'Kaizen' and Innovation. 'Kaizen' is small improvements that occur on an ongoing basis, while innovation is drastic improvement as a result of investing large amounts of resources in technology or equipment. 'Kaizen' emphasizes a process-oriented mindset, because processes must be perfected so that results can improve. Failure to achieve planned results is a reflection of process failure. Management must find, recognize and correct errors in the process. The first step of 'Kaizen' is implementing the PDCA cycle (Plan, Do, Check, Act) as a means of ensuring the continuity of 'Kaizen'. to realize policies to maintain, improve and increase standards. This cycle is the most important concept of the 'Kaizen' process.

PDCA cycle rotates continuously, as soon as an improvement is achieved, the state of improvement can provide inspiration for further improvements. Because employees generally prefer stability and they rarely have their own initiative to improve conditions, management must continuously formulate goals and improvement targets that provide challenges. At first, every new work process is not stable enough. Before working on the next PDCA cycle, the process must be stabilized through the SDCA (standardize-do-check-act) cycle. Every new work process is usually not yet stable so it needs to be stabilized through the SDCA (Standardize, Do, Check, Act) cycle in order to achieve process stability. Meanwhile, PDCA is implementing changes to improve it. SDCA is related to the maintenance function while PDCA is related to the repair function.

Quality in 'Kaizen' is a high priority compared to price and delivery of products offered to customers, because companies cannot compete if the quality of products and services is inadequate. Collecting data about the current situation is the first step in improvement efforts, because data is useful for solving a problem. All work is carried out through a series of processes and each process has suppliers and consumers (Imai, 2008).

'Kaizen' concept is a mindset for continuous improvement and efficiency in the industrial world by focusing on reducing waste and improving quality. There are three main aspects in this concept, namely, (1) Muda, this means reducing waste or waste, with seven main types of waste that need to be eliminated: excess production, uncoordinated activities, waiting in process, excessive movement, work processes inappropriate storage, excess storage, and inefficient transportation. (2) Mura, this means reducing differences or unevenness in the process, encouraging stability and more efficient flow. (3) Muri, this focuses on reducing tension or overburden, and includes the three keys to success of the 'Kaizen' culture, the 'Kaizen' philosophy, the ability to eliminate waste, and waste-seeking techniques. 'Kaizen' emphasizes the importance of awareness of waste (both visible and invisible), and the importance of finding quick and effective solutions to discovered problems.

Effectively implementing 'Horenso' in knowledge management means building an organizational culture where continuous learning and knowledge sharing is the norm. This involves training employees on the importance of effective reporting, communication, and consultation, as well as developing systems and tools that facilitate these processes. Furthermore, senior management must encourage and model these practices, demonstrating their commitment to dynamic knowledge management. 'Horenso' not only strengthens knowledge management but also promotes a more coordinated, transparent and collaborative work environment. This leads to increased productivity, innovation and employee satisfaction, all critical components for success in today's ever-changing and competitive business environment.

Based on this description, it can be explained that research with a Systematic Literature Review (SLR) regarding 'Horenso' communication, 'Kaizen' work culture, and knowledge management has high urgency. SLR helps in identifying and understanding existing best practices in 'Horenso' communication, 'Kaizen' work culture and knowledge management. This is important for developing or refining existing models and strategies in the organization. By understanding how 'Horenso' and 'Kaizen' communications work in various organizational contexts, companies can implement strategies that will increase efficiency and productivity, and minimize waste. SLR can reveal common challenges and obstacles that organizations face in implementing 'Horenso' communication and 'Kaizen' work culture. This understanding is important for developing effective solutions. By reviewing the literature on knowledge management, organizations can find ways to improve knowledge sharing, organizational learning, and innovation.

Adaptation to a Changing Business Environment, where in a dynamic business world, a deep understanding of effective communication and organizational culture is very important. SLR helps organizations adapt and stay relevant. Through SLR, management decisions can be supported with valid evidence and case studies, which increases the reliability and effectiveness of the strategies implemented. By reviewing various approaches and practices, organizations can discover new opportunities for innovation in communications, work culture, and knowledge management. This research can provide insight into how to strengthen organizational culture through 'Horenso' and 'Kaizen' practices, which in turn can increase employee engagement and satisfaction. Understanding how these concepts are applied across various cultural and industrial contexts is important for organizations operating in various global markets. SLR also contributes to academic and practical knowledge in the fields of management and organizational communication, providing new insights and directions for further research.

2. METHODS

This research uses the Systematic Literature Review (SLR) method which is intended to define the concept of knowledge management, and research questions by showing better research on knowledge management that manages 'Horenso' communication. The aim of this study was to convey an unfavorable conclusion (Spante et al., 2018). To begin the review, the research question and objectives must be clearly explained. Then the evaluation and study selection criteria are shown, as well as the databases selected for the search. After research, publications were included. Specifically, this process consists of three main stages, namely selecting, identifying, and synthesizing (Gough, et al., 2017). In the first stage, literature on the main subject was searched, and Galvan's (2017) guidelines were used to plan considerations. According to Tranfield et al. (2003), in the second stage, independent consideration of the collected data is carried out. To do this, electronic databases were used to search for data sources via Publish or Perish, and in this study, Scopus and Google Scholar were used as article sources.

All selected articles must address 'Horenso' communication and knowledge management, where this SLR enhances scientific knowledge of human resource management in the following ways:

1. Investigating the influence of the thematic areas mentioned above on the development of 'Horenso' communication within organizations or companies, in particular with a focus on knowledge management processes;

2. Finding gaps in current literature; And

3. Make suggestions for further research (Costa et al., 2016).

This study uses SLR methodology, which involves narrative or descriptive reviews, as well as research with exploratory field reviews conducted prior to SLR (Denyer and Tranfield, 2009). This was done to create a basic framework for more in-depth analysis of the literature using a replicable, scientific, and transparent process. The targets of this research are as follows:

1. Provide an explanation of the existing basis for the work to be developed;

2. Determine whether the proposed SLR method is appropriate for this research; And

3. Review relevant literature on how collaboration, knowledge, and information help decision making in the knowledge management process.

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method was used in this research to improve the clarity and quality of reports in systematic reviews and meta-analyses (Liberati et al., 2009). Terms for 'Horenso' Communication that

suit operational needs were found using the Scopus and Google Scholar databases. The search sequence performed on each construct had several keywords to ensure broad research coverage; Additionally, the database is indexed to perform Boolean searches.

Inclusion and Exclusion Criteria

Inclusion and exclusion criteria were established to select relevant studies to answer the research questions (Pereira et al., 2018). These criteria are used to identify research that is relevant to answering research questions. Search results based on these criteria were used to determine the number of articles reviewed. The most recent articles were selected for evaluation based on these findings. This Systematic Literature Review discusses academic leadership and knowledge management in teams in an academic environment. This review will focus on the following questions: definition of knowledge management processes in teams in academic leadership; aims, methodology and main findings of research on knowledge management in teams in academic leadership over the past five years.

Table 1. Research Limitations

Inclusion Criteria	Exclusion Criteria
Research article on *'Horenso'* communication in knowledge management	The research article is not about *'Horenso'* communication in knowledge management
Research article on *'Horenso'* communication in knowledge management in the employee work environment	The research article is not about *'Horenso'* communication in knowledge management in the employee work environment
The research follows a research structure that follows research methods	The research does not follow a research structure that follows research methods
Articles published after a peer review process	Articles published not after a peer review process
Open Access articles from the Scopus database in recent years	Open Access articles not from the Scopus database in recent years

Keywords

The Scopus and Google Scholar databases were used in this SLR research, in accordance with the aim of the review in this research. The search keywords in this research are as follows.

Table 2. Search Keywords

Database	Search Keywords
Scopus, Google Scholar	(("*Horenso'* Communication" OR "Communication of *'Horenso'*" OR "*'Horenso'* Concept" OR "*'Horenso'* Implementation") AND ("*'Kaizen' 'Horenso'*") AND ("*'Kaizen'* Communication") AND ("*'Horenso'* Knowledge Management"))

The study selection process is a process consisting of search, selection and development, which is divided into several stages with different activities carried out. This search was carried out to obtain the latest trends and research results regarding knowledge management in teams in academic environments with academic leadership.

Criteria and Selection

The initial search is via the electronic database from the Publish or Perish application, with information on the search results explained in the following table.

Table 3. Number of Literature from Search Results

No	Data source	Search result
1	Scopus	2 Documents
2	Google Scholar	149 Documents
Total		**151 Documents**

Based on the search results, only scientific articles are the source of data for analysis in this SLR research. As for search results via Publish or Perish, there is a document sorting as follows

Table 4. Document Criteria

No	Document type	Source		Amount
		Scopus	**Google Scholar**	
1.	**Article**	1 Document	102 Documents	103 Documents
2.	Book	- Documents	17 Documents	17 Documents
3.	Book Chapters	1 Document	11 Documents	12 Documents
4.	Conference Papers	- Documents	10 Documents	10 Documents
5.	Note	- Documents	2 Documents	2 Documents
6.	Reviews	- Documents	7 Documents	7 Documents
	Total	2 Documents	149 Documents	151 Documents

The table above can explain the results of the initial sorting by sorting Document Types, this can explain that there were 103 documents that had not been identified and the search results were continued using the PRISMA Method (Liberati et al., 2009).
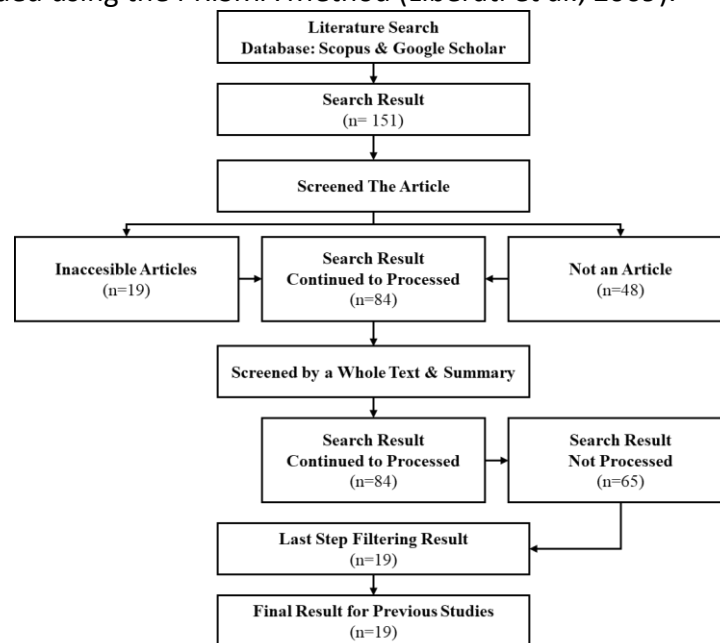

Figure 1. Data Source Filtering

The selection results using the PRISMA method are in accordance with the image above, so the selected journal articles can be mentioned in the following table.

Table 5. Selected Journal Articles

No	Author / Year	Article Title	Citation	Resources	Indexed
1.	Garza-Reyes, J. A., Kumar, V., Chaikittisilp, S., Tan, K. H. (2018)	The effect of lean methods and tools on the environmental performance of manufacturing organisations	173	International Journal of Production Economics	Q1
2.	J.L. García, A.A. Maldonado, A. Alvarado, D.G. Rivera, (2013)	Human Critical Success Factors for *'Kaizen'* and its Impacts in Industrial Performance	78	International Journal of Advanced Manufacturing Technology	Q1
3.	F. Costa, L. Lispi, A.P Staudacher, (2019)	How to foster Sustainable Continuous Improvement: A cause-effect relations map of Lean soft practices	67	Operations Research Perspectives	Q1
4.	J.L. García, D.G. Rivera, A.A. Iniesta (2013)	Critical success factors for *'Kaizen'* implementation in manufacturing industries in Mexico	57	International Journal of Advanced Manufacturing Technology	Q1
5.	V. Janjić, M. Todorović, D. Jovanović (2020)	Key Success Factors and Benefits of *'Kaizen'* Implementation	29	Engineering Management Journal	Q1
6.	P.T. van den Hoven, F.P.A. van Valkenburg, M.S.H. Heng, (1994)	Managing Information Systems Within Japanese Companies in Europe: An Empirical Study	11	Information & Management	Q1
7.	K. Otsuka, N.B. Mazwi, (2022)	The impact of *'Kaizen'*: Assessing the intensive *'Kaizen'* training of auto-parts suppliers in South Africa	5	South African Journal of Economic and Management Sciences	Q2
8.	P. Ponanake (2012)	Implementing the *'Horenso'* Operating Techniuqe to Reduce Manufacturing Production Process Waste.	4	University of the Thai Chamber of Commerce Journal	Non-Q / Local / Regional Indexed
9.	W. Handayani, Sukardi (2020)	Pengaruh Budaya *'Kaizen'* dan Budaya *'Horenso'* Terhadap Produktivitas Kerja Karyawan di PT Yamaha Music Indonesia Manufacturing Asia Cikarang Barat	4	MIX: Jurnal Ilmiah Manajemen	Non-Q / Local / Regional Indexed
10.	Shibuya. M, Chen. X (2021)	Production Planning and Management Using Gantt Charts	2	Journal of Mechanics Engineering and Automation	Non-Q / Local / Regional Indexed
11.	A. Visiaty (2020)	Cultural Elements in Japanese Language Communication in the Corporate World in	1	JLA (Jurnal Lingua Applicata)	Non-Q / Local / Regional Indexed

No	Author / Year	Article Title	Citation	Resources	Indexed
		Indonesia: an Intercultural Conflict Study			
12.	Chau, V.S. (2023)	Japanese business communication practices in Thailand: tales from an electronic components manufacturer	1	Management Decision	Q1
13.	M. Resende (2008)	Information Technology and Organizational Practices: an Exploratory Sectoral Analysis	1	Latin American Business Review	Q3
14.	S. Sridhar, V.M. Ponniah, Sujatha S, (2023)	The Need for *'Kaizen'* Culture for Manufacturing Industries in Industry 4.0	1	International Journal of Professional Business Review	Q4
15.	C.K. Wardhana, A.S. Setiawati, A.M. Oesman, R. Firzansyah (2023)	Penguatan Wawasan Etika Bekerja di Jepang bagi Instruktur Bahasa Jepang di LPK se-Kota Semarang	0	J-ABDIPAMAS (Jurnal Pengabdian Kepada Masyarakat)	Non-Q / Local / Regional Indexed
16.	F.M. Saragih, M.S. Anggreainy, R.K. Putra (2017)	Pembuatan Motion Graphics Untuk Media Training Komunikasi Efektif Budaya *'Horenso'* di PT Amerta Indah Otsuka	0	Jurnal Sains Terapan	Non-Q / Local / Regional Indexed
17.	F.X.C. Gunawan, A. Fauzi, E. Worabay, (2022)	Role of *'Kaizen'* Work Culture as Moderating Work Quality and Productivity Improvement	0	Dinasti International Journal of Management Science	Non-Q / Local / Regional Indexed
18.	Suryani, D.A. Suri (2021)	Pengaruh Budaya *'Horenso'* Terhadap Kinerja Perusahaan PT Nippon Shokubai Indonesia	0	Jurnal Industri dan Teknologi Terpadu	Non-Q / Local / Regional Indexed
19.	U. Iswadi, Mahfudoh, E.S. Pohan (2021)	The Influence of *'Horenso'* Culture on Company Performance in PT Runzune Sapta Consultant	0	AMAL INSANI (Indonesian Multidiscipline of Social Journal)	Non-Q / Local / Regional Indexed

3. RESULTS AND DISCUSSION

This research is a systematic and organized way to find, evaluate and synthesize relevant research findings on a particular subject, which can be seen in table 5, which shows that research with the theme of ' Horenso' Communication has not yet been studied by many researchers. others, especially regarding 'Horenso' Communication within employees who work in manufacturing or industry. In the 'Kaizen' Work Culture, several studies can be seen in the scope of manufacturing and industry, and are further complemented by knowledge management as an indication of improving employee performance in this SLR research. To conduct this SLR research, the following procedures can be applied.

1. Research Question Formulation
The first step is to create a clear theme or research question.

2. Review Protocol

Create an in-depth review protocol that includes inclusion and exclusion standards, search techniques, and literature evaluation procedures. The steps in this position must be clear and replicable to help guide the literature search and selection process.

3. Literature Search

Use a variety of databases and information sources to conduct a thorough literature search. To be systematic, this search should include keywords relevant to the research question.

4. Literature Selection

Studies that met the inclusion requirements were selected, this usually involved a thorough assessment of the text before initial screening based on the title and abstract.

5. Quality Assessment

Evaluate the methodological quality of the included studies, where data extraction includes recording important information such as the methodology, results, and conclusions of each study. Tools such as quality assessment scales or bias checks can be used to do this.

6. Data Analysis and Synthesis

The extracted data is analyzed and synthesized in the form of narrative, meta-analysis, or other data synthesis methods.

7. Results Reporting

Compile the results of the literature review in a structured report that includes methods, results, discussion and conclusions. All aspects of the review should be discussed in the report, including limitations and suggestions for further research.

8. Update

The SLR requires regular updates to ensure the information remains relevant and up to date.

The SLR process in this research includes determining research questions, searching for literature with predetermined search terms, selecting studies based on inclusion and exclusion criteria, evaluating and extracting data, analyzing and synthesizing data, finding differences in research, and compiling an SLR report.

Analysis of Findings in the Article

Research by Chau (2023) explored the communication practices of 'Horenso', a Japanese communication methodology, in a Japanese subsidiary in Thailand. it examines how 'Horenso' is affected by the lack of individual biculturalism in the multinational corporation. The research methodology involved direct interviews with staff at various levels of responsibility at Technology Manufacturing Company, a multinational electronic components manufacturer, to understand how 'Horenso' is used and perceived in the company's Thai subsidiary. This differs from the original form and traditional use at its headquarters in Japan. The findings of this research indicate that there are several important differences in 'Horenso' practices in Thai subsidiaries, including in terms of rationale, motivation, communication style, use for problem solving, information reporting, relationship with superiority, and communication culture. From an emic perspective of cultural understanding, this research provides insight into the impact of a lack of biculturalism in the practice of 'Horenso' in the Asia Pacific region. This adds to existing knowledge about the under-explored "eastern vs eastern" cultural differences.

Furthermore, research conducted by Iswadi et al. (2021) aims to determine and analyze the influence of a communication culture known as 'Horenso' on company performance. This cultural communication system was introduced from Japanese industry in Indonesia.

Theoretically, a good communication system is a challenge to compete in the economy. The communication that is built will create a culture within the company, resulting in dynamics and harmonization which ultimately aims at company targets in the form of achieving performance. This study uses primary data by distributing questionnaires to respondents, namely manufacturing employees, the results of 'Horenso' communication show a positive and significant influence on company performance. The research results show that there is a strong relationship between the implementation of the 'Horenso' culture and increased performance. The 'Horenso' culture, which originates from Japanese corporate communication practices, consists of three aspects; "Houkoku" (Reporting), "Renraku" (Information), and "Soudan" (Consultation). "Houkoku" emphasizes the importance of regularly reporting developments to superiors or teams, helping to keep all parties informed. "Renraku" focuses on keeping all team members connected and informed, reducing misunderstandings. "Soudan" encourages consultation before making important decisions, improving collaboration and decision-making processes. The application of the 'Horenso' culture in manufacturing companies has proven its effectiveness in improving effective communication, collaboration, and decision making, which directly contributes to improving company performance, demonstrating a successful adaptation of Japanese communication culture in the context of Indonesian companies.

Research by Reyes et al. (2018) studied the impact of five important lean methods, namely Just-In-Time (JIT), automation, 'Kaizen' / continuous improvement, total productive maintenance (TPM), and value stream mapping (VSM), on four Frequently used measures of environmental performance, namely material use, energy consumption, non-product output, and pollutant releases. Correlation analysis was used to model the relationship and impact of these lean methods on the environmental performance of 250 manufacturing organizations worldwide. As a second verification, structural equation modeling (SEM) was used. The research results show that TPM and JIT have a significant influence on environmental performance. Meanwhile, 'Kaizen' /continuous improvement only shows the impact on material use and pollutant release. Autonomization and VSM did not show any impact on environmental performance. This research has important implications for industrialists, as it helps them develop deeper knowledge of the relationship between lean and green methods. This will help them formulate more effective strategies for concurrent or phased implementation. This research expands our knowledge in the field of lean and green by helping to explain the relationship between the five most important and frequently used lean methods and the environmental performance of manufacturing organizations. Previously, no research had considered the lean methods under study and these environmental performance measures.

Research by García (2014) explored 13 (thirteen) main activities related to human factors in the 'Kaizen' implementation process. These activities are categorized into four independent latent variables: management commitment, education, communication, and motivation. These four variables are associated with 14 benefits obtained after the implementation of 'Kaizen', which are further grouped into three dependent latent variables: process, workers, and customers. This survey was conducted among individuals responsible for continuous improvement programs and projects in companies located in Mexico. Independent and dependent variables are integrated in a structural equation model which is evaluated using the partial least squares algorithm to find causal relationships between them. The research results show that management commitment and education are the main factors that guarantee the success of the 'Kaizen' implementation program, but this is moderated by good

communication to produce good operational process performance, which can further increase employee and customer satisfaction.

Research conducted by Ponanake (2012) discusses the importance of process quality in product production or service design. Every organization needs to establish well-defined processes to achieve this. Process control is key to ensuring quality and consistency of output. One of the main focuses in modern industry is reducing production waste. In this regard, many companies are trying to imitate Toyota, which has managed to almost eliminate waste in its processes. One technique used to increase productivity and reduce waste is by implementing 'Horenso' communication. This communication technique emphasizes the importance of the operator's use of common sense in observing unusual processes and providing suggestions for improvement. In addition, there is the Muda concept which is often found in mass production, which refers to seven types of waste in the production process. To overcome this problem, 'Kaizen' is used as a method for continuous improvement during the manufacturing process. 'Kaizen' drives continuous innovation and efficiency, helping companies to continually improve their processes. Overall, this research shows that the use of techniques such as 'Horenso' Communication and 'Kaizen' can significantly increase operational efficiency, reduce waste, and ultimately improve the quality of products offered to customers. This approach is critical in today's competitive business environment, where efficiency and sustainability are the keys to success.

'Horenso' communication shows the importance of this model in improving efficiency and performance in various industrial contexts. This model emphasizes the importance of reporting developments, maintaining information, and consulting in decision making. This creates transparency and collaboration that improves organizational performance. Every aspect of 'Horenso' plays a key role in increasing transparency, collaboration and efficiency in organizations. "Houkoku" (Reporting), reporting progress and problems encountered to superiors or teams ensures that all parties are informed and can respond quickly to changes or problems that arise. "Renraku" (Information), the exchange of up-to-date information between teams or departments minimizes misunderstandings and speeds up the decision-making process. "Soudan" (Consultation), conducting consultations before making important decisions improves the quality of those decisions, because it utilizes knowledge and perspectives from various parties.

The application of 'Horenso' can be identified with 5W+2H, namely the 5W+2H model (What, When, Why, Where, Who, How, How Much) in the 'Horenso' framework offers a more detailed and comprehensive structure in business communication. This model helps in identifying and explaining important aspects of operational activities. This can be emphasized by (1) What, identifying what is done or needed; (2) When, determines when a task or activity needs to be completed; (3) Why, understand the reasons behind actions or decisions; (4) Where, shows the location or context in which an activity occurs; (5) Who, identifying the people involved or responsible; (6) How, explains the process or method used, (7) How Much, estimates the resources needed, including time and costs. The integration of the 5W+2H model with 'Horenso' provides a clear and structured framework to ensure that all aspects of business communications are handled holistically, thereby increasing the effectiveness and efficiency of communications within the organization.

Furthermore, the concept of 'Real Horenso' adds a dimension of integrity and honesty in communication. It's not just about reporting or sharing information, but also doing so in a transparent and honest manner. Integrity in communication is essential to building trust and avoiding misunderstandings. This can be overcome with transparency, namely disclosing information honestly and completely, then honesty by communicating without hiding

important facts or information, and trust which builds strong relationships and mutual trust between team members. In an increasingly competitive and global industrial context, 'Horenso' communications offers an effective framework for improving organizational performance. The integration of 'Horenso' with the 5W+2H model and the 'Real 'Horenso' ' concept adds depth and rigor to the communication process. By prioritizing integrity and transparency, 'Horenso' not only improves operational efficiency but also helps in building trust and better relationships within the team. The adaptation of 'Horenso' in various cultural contexts shows the importance of a flexible and sensitive approach to cultural differences in global business practices.

'Horenso' communication cannot be separated from the initial steps of a disciplined attitude implemented through the 'Kaizen' work culture, where research conducted by Costa et al. (2019) explained that the role of 'Kaizen' is very important in creating an environment for Sustainable Continuous Improvement (SCI) in the context of Lean Management. 'Kaizen', meaning "continuous improvement", is an approach that involves all employees in a process of continuous improvement. In the context of this research, 'Kaizen' is identified as one of the key factors that triggers the full involvement of the workforce in the SCI process. Through 'Kaizen' events, employees are given the opportunity to contribute to the improvement process, which helps in creating a culture of continuous improvement. These 'Kaizen' events also support effective communication and training, which are important prerequisites for successfully implementing Lean Management practices. Therefore, in the context of SCI, 'Kaizen' not only serves as a tool for operational improvement, but also as a catalyst for developing employee engagement and strengthening the culture of continuous improvement in the organization. This supports the idea that the key to achieving SCI is through active and comprehensive involvement of the entire workforce, encouraged and supported by Top Management.

Research by Janjic (2019) on the implementation of 'Kaizen', especially in companies in developing countries and those in transition, shows several key success factors and important benefits from its implementation. The key success factors of 'Kaizen' include; (1) Initiation and evaluation of changes and ideas from employees; (2) Support from management and employees, (3) Development of an adequate evaluation system, (4) Development of an internal communication system, (5) Strategic orientation of employees towards change. Meanwhile, the most important benefits of implementing 'Kaizen' in manufacturing companies are; (1) Employee empowerment, (2) Employee development, (3) Increasing company performance.

Research by Garcia (2013) explored the use of the 'Kaizen' methodology in the maquiladora/twin mill industry in Mexico, which is renowned for its approach to continuous improvement. Although 'Kaizen' is often implemented, sometimes the results do not meet expectations, to understand this further, researchers conducted a survey covering 37 main tasks in implementing 'Kaizen'. This survey was applied to personnel responsible for continuous improvement programs in maquiladora/twin factory type companies located in Mexico. The research results show that there are seven critical factors that are most important in the success of 'Kaizen', namely: (1) Operator Education and Training, which emphasizes the importance of providing adequate training to operators to ensure that they understand and can apply the principles of 'Kaizen' effectively. effective. (2) Communication Process, which shows the importance of good communication in the organization, especially in conveying the goals and methods of 'Kaizen' to all team members. (3) Documentation and Evaluation of Project Results, which underlines the need to systematically document and evaluate the results of each 'Kaizen' initiative to ensure continuous improvement.

Furthermore, regarding (4) Human Resources Integration, which emphasizes the importance of involving all members of the organization in the 'Kaizen' process, ensuring that each individual feels part of the improvement effort. (5) Management Commitment, which indicates the need for strong support and commitment from top management to ensure that the 'Kaizen' initiative is accepted and practiced throughout the organization. The latest research results explain (6) Focus on Customers, which states the importance of understanding and meeting customer needs as the core of every improvement initiative.

Research conducted by van de Hoven (1994) explored how Japanese corporate culture influenced information systems departments in Japanese companies operating in Belgium and the Netherlands. Japanese culture is generally known for groupism and perseverance. Typical characteristics of these companies in Europe include consensus decision making (Nemawashi), continuous improvement ('Kaizen'), regular turnover of presidents, strong informal communication, loyalty towards employees, and a lack of written long-term plans. Information systems departments in these companies generally lack formal information planning and act only reactively. When these companies introduce Information Planning and do it in a typical Japanese way, namely by continuously improving it (Information Planning 'Kaizen'), this allows them to optimize their information systems departments. In doing so, the department becomes more up-to-date and aware of new opportunities. This 'Kaizen' approach helps these companies to continuously improve and update their information systems, thereby making the department more efficient and effective.

The results of this research show how important it is to apply the 'Kaizen' concept in improving organizational performance and culture. 'Kaizen', which means "continuous improvement" can be implemented with the '5S' concept (Seiri, Seiton, Seiso, Seiketsu, Shitsuke) in 'Kaizen' emphasizes the importance of an organized and efficient work environment. Research shows that implementing '5S' helps create a foundation for continuous improvement. This is highly relevant to the findings of Costa et al. which emphasizes the importance of creating an environment of Continuous Improvement (SCI) through employee participation and organizational culture. The '3M' 'Kaizen' model, consisting of Muda (waste), Mura (inconsistency), and Muri (overload), provides a framework for identifying and eliminating waste in processes. This supports Janjic's findings which highlight the importance of initiating and evaluating changes and ideas from employees to improve company performance.

The 'PDCA' and 'SDCA' cycles play an important role in the implementation of 'Kaizen', where 'PDCA' allows companies to plan, implement, check and take action on necessary improvements. This is in line with Garcia's findings regarding the importance of education and training, as well as effective communication and evaluation in the success of 'Kaizen'. Meanwhile 'SDCA', which adds the 'Standardize' aspect, helps ensure that improvements made become a standard part of operational processes. Van de Hoven's (1994) research on the influence of Japanese corporate culture on information systems departments shows how the integration of all these concepts '5S', '3M', 'PDCA', and 'SDCA' can significantly improve operational performance and efficiency. The research shows that the application of 'Kaizen', along with the concepts of '5S', '3M', 'PDCA', and 'SDCA', is the key to creating an effective and efficient work environment, which in turn results in continuous improvements in performance and satisfaction employee.

'Horenso' communication and 'Kaizen' work culture in the context of knowledge management involves integration with the SECI Model (Socialization, Externalization, Combination, Internalization) emphasizing the transformation of tacit to explicit knowledge and vice versa. In 'Horenso', aspects of socialization and externalization are key. For example,

the "Houkoku" (reporting) and "Soudan" (consultation) processes create an environment that supports the exchange of tacit knowledge through social interaction. 'Kaizen', with its PDCA (Plan-Do-Check-Act) cycle, provides the platform for the SECI process. For example, the 'Do' and 'Check' stages in PDCA facilitate the socialization and externalization of knowledge. The 3P model emphasizes people, processes and products. 'Horenso' supports this model by emphasizing effective communication between individuals (People), increasing process efficiency (Process), and ultimately influencing the quality of the product or outcome (Product). 'Kaizen', through the principles of 5S and 3M, directly influences People, Process and Product. It prioritizes continuous learning and process improvement, which is important in knowledge management. 'Horenso' helps in articulating tacit knowledge (individual experience and intuition) into explicit through reports and consultations, thereby enriching the organization's explicit knowledge base. 'Kaizen' encourages continuous learning and innovation, allowing the tacit knowledge of employees to become explicit through documentation and standardization of processes.

Discussion

'Horenso' Communication and 'Kaizen' Work Culture when integrated with knowledge management models such as SECI and 3P, enable the transformation of tacit knowledge into explicit knowledge more effectively. It encourages a culture of learning and innovation, by leveraging 'Horenso' communication and 'Kaizen' work culture, organizations can improve performance and operational efficiency. The application of these models encourages adaptability and growth in a dynamic and competitive business environment. These models can be explained in the image below.
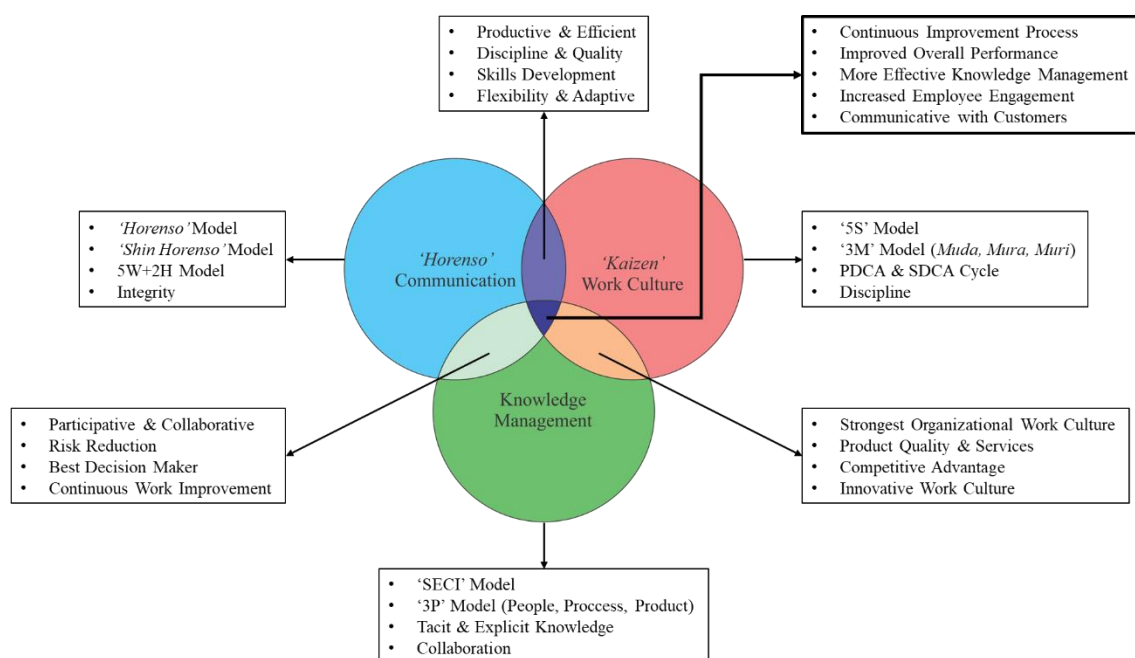

Figure 2. Results of a Systematic Literature Review of the 'Horenso'

Findings from articles in previous research journals illustrate the relationship between three concepts: 'Horenso' Communication, 'Kaizen' Work Culture, and Knowledge Management. 'Horenso' is a Japanese business communication method that emphasizes the importance of regular and systematic reporting, providing information, and consulting with superiors and colleagues. 'Horenso' communication is represented as a basic element of a

productive workplace, suggesting that effective communication is essential to a 'Kaizen' work culture and knowledge management in an organization.

'Kaizen' work culture is a philosophy that combines all employees from company leaders to employees in working together to achieve continuous improvement. 'Kaizen' work culture describes a work culture that focuses on continuous improvement in all aspects of the organization. This implies that process improvement, efficiency, and quality are important parts of daily operations. Furthermore, the role of knowledge management becomes the process of systematically capturing, distributing, and effectively using knowledge. It includes the strategies and practices used by organizations to identify, create, represent, distribute, and enable the adoption of insights and experiences. This area in knowledge management highlights the importance of collecting, storing and sharing knowledge so that it is accessible to all employees, further supporting 'Kaizen' initiatives and strengthening 'Horenso' communications.

In figure 2 above, showing the point where the three circles meet, this image can show the intersection between effective communication, improvement-oriented work culture, and good knowledge management. This model can show that these three concepts complement each other and create a dynamic and innovative work environment, with the following analysis:

1. 'Horenso' Communication and 'Kaizen' Work Culture

Effective communication is key to implementing changes and improvements. Well-informed employees are more likely to contribute to the 'Kaizen' process.

2. 'Horenso' Communication and Knowledge Management

By communicating effectively, knowledge can be shared more widely within the organization, improving the quality of decisions and processes.

3. 'Kaizen' Work Culture and Knowledge Management

A culture of continuous improvement requires access to relevant and up-to-date knowledge to identify areas that need improvement.

4. Combination of Three Concepts

'Horenso' Communication, 'Kaizen' Work Culture, and knowledge management work together, organizations can achieve high levels of collaboration, innovation, and efficiency. This results in an environment where information flows freely, new ideas are valued, and knowledge is used strategically for sustainable growth.

4. CONCLUSION

Systematic Literature Review (SLR) research reveals how important the synergy between 'Horenso' communication, 'Kaizen' work culture, and knowledge management is in encouraging organizational effectiveness and efficiency. These three concepts, when combined, not only strengthen operational processes but also instill a sustainable and adaptive work ethic that is essential in a rapidly changing business environment. 'Horenso' communication, which is the backbone of Japanese communication methodology, emphasizes three main principles: reporting, informing, and consulting. This practice ensures that information flows vertically and horizontally throughout the organization, enabling fast and informed decisions. This not only increases transparency but also ensures that all parties are informed and involved in the decision-making process, which in turn increases employee responsibility and involvement.

'Kaizen' work culture on the other hand, is a philosophy rooted in the idea of continuous improvement. It involves all employees, from upper management to front-line staff, in an iterative process of waste identification and elimination, gradually improving quality,

efficiency and productivity. 'Kaizen' advocates a bottom-up approach that values each individual's contribution and supports an environment that empowers employees to become agents of change. Knowledge management, the third concept in this trinity, serves as the foundation that enables the effective accumulation, distribution, and utilization of knowledge. It addresses the organizational challenge of capturing tactile knowledge generated through everyday employee interactions and turning it into valuable organizational assets. Thus, knowledge management not only supports 'Kaizen' initiatives but also strengthens 'Horenso' practices, ensuring that valuable knowledge and experience is shared widely and used to make better decisions.

The integration of these three concepts facilitates a work environment that values learning and innovation. 'Horenso' communications ensures that initiatives and problems in the field are quickly identified and addressed. This creates a sense of urgency and concern that allows management to respond quickly and proactively, rather than reactively. The 'Kaizen' work culture inspires employees to continually look for ways to improve their work, encouraging responsible and measurable innovation. Knowledge management provides a framework for capturing, organizing, and accessing the information and knowledge gained through these initiatives, thereby enabling the dissemination and adoption of best practices throughout the organization.

The results of this research indicate that the implementation of these three concepts requires strong leadership and commitment from all levels of the organization. Leadership must establish a clear vision, provide the necessary resources, and foster a culture where open and honest communication is valued. Employees, on the other hand, must feel empowered to contribute, share knowledge, and participate in the improvement process. This research confirms that 'Horenso', 'Kaizen', and knowledge management are interrelated core components for achieving operational and competitive excellence. This research highlights that an effective combination of structured communication, continuous improvement, and efficient knowledge management can form the backbone of a resilient and responsive organization, capable of adapting to the challenges of ever-changing global markets.

5. REFERENCES

Alvonco, Johnson. 2014. Practical Communication Skill (General model communication system and 'Horenso' for success in business, organization and life) Jakarta : PT Elex Media Komputindo

Chau, V.S. (2023). Japanese business communication practices in Thailand: tales from an electronic components manufacturer. Management Decision, 61 (8), 2467-2490, ISSN 0025-1747, https://doi.org/10.1108/MD-08-2022-1092

Costa, F. (2019). How to foster Sustainable Continuous Improvement: A cause-effect relationships map of Lean soft practices. Operations Research Perspectives, 6, ISSN 2214-7160, https://doi.org/10.1016/j.orp.2018.100091

Easterby-Smith, M., Thorpe, R. & Jackson, P. (2012) Management research, Sage Publications.

Galvan, J. L., & Galvan, M. C. (2017). Writing literature reviews : A guide for students of the social and behavioral sciences (7th ed.). Routledge.

Garcia, J. (2014). Human critical success factors for 'Kaizen' and its impacts in industrial performance. International Journal of Advanced Manufacturing Technology, 70 (9), 2187-2198, ISSN 0268-3768, https://doi.org/10.1007/s00170-013-5445-4

Garcia, J. L. (2013). Critical success factors for 'Kaizen' implementation in manufacturing industries in Mexico. International Journal of Advanced Manufacturing Technology, 68 (1), 537-545, ISSN 0268-3768, https://doi.org/10.1007/s00170-013-4750-2

Garza-Reyes, J. A., Kumar, V., Chaikittisilp, S., & Tan, K. H. (2018). The effect of lean methods and tools on the environmental performance of manufacturing organizations. International Journal of Production Economics, 200, 170–180. https://doi.org/10.1016/j.ijpe.2018.03.030

gay, GHE (2020). From discussion forums to emeetings: Integrating high touch strategies to increase students engagement, academic performance, and retention in large on line courses. On line Learning Journal, 24 (1), 92-117, ISSN 2472-5749, https://doi.org/10.24059/olj.v24i1.1984

Gonzalez, RVD, & Martins, M. F. (2017). Knowledge management process: a theoretical conceptual research. Gestão & Produção, 24(2), 248-265. http://dx.doi.org/10.1590/0104- 530x0893-15.

Gough, D., Oliver, S., & Thomas, J. (Eds.). (2017). An introduction to systematic reviews. Sage.

Gunawan, FXC, Fauzi, A, Worabay, E, &... (2022). THE ROLE OF 'Kaizen' WORK CULTURE AS MODERATING WORK QUALITY AND PRODUCTIVITY IMPROVEMENT. ... International Journal of ..., jasatipub.org, https://www.dinastipub.org/DIJMS/article/view/1302

Handayani, W (2020). The Influence of 'Kaizen' Culture and 'Horenso' Culture on Employee Work Productivity at PT. Yamaha Music Indonesia Manufacturing Asia West Cikarang. Mix: Management Scientific Journal, core.ac.uk, https://core.ac.uk/download/pdf/324147481.pdf

Hockett, J., & Howland, J. (2020). How to resist a corporate take over of your college. In The Chronicle of Higher Education. Retrieved from https://www.chronicle.com/article/how-to-resist-a-corporate-takeover-of-your-college

Hoven, PT van den (1994). Managing information systems within Japanese companies in Europe: An empirical study. Information and Management, 27 (5), 315-325, ISSN 0378-7206, https://doi.org/10.1016/0378-7206(94)90025-6

Imai, Masaaki. (2008). "'Kaizen': The Key to Japan's Success in Competition". Translator: Dra. Mariani Gandamihardja. Jakarta: PT. Binaman Pressindo Library.

Iswadi, U, & Pohan, ES (2021). THE INFLUENCE OF 'Horenso' CULTURE ON COMPANY PERFORMANCE IN PT RUNZUNE SAPTA CONSULTANT. AMAL INSANI (Indonesian...,journal.amalinsani.org, http://jurnal.amalinsani.org/index.php/amalinsani/article/view/6

Janjić, V. (2020). Key Success Factors and Benefits of 'Kaizen' Implementation. EMJ - Engineering Management Journal, 32 (2), 98-106, ISSN 1042-9247, https://doi.org/10.1080/10429247.2019.1664274

Otsuka, K. (2022). The impact of 'Kaizen' : Assessing the intensive 'Kaizen' training of auto-parts suppliers in South Africa. South African Journal of Economic and Management Sciences, 25 (1), ISSN 1015-8812, https://doi.org/10.4102/sajems.v25i1.4093

Petticrew, M.; Roberts, H. (2006). Systematic Reviews in the Social Sciences; Blackwell Publishing: Malden, MA, USA.

Pittaway, L.; Robertson, R.; Munir, K.; Denyer, D.; Neely, D. (2023) Networking and innovation: A systematic review of the evidence. Int. J. Manag. Rev., 5–6, 137–168.

Ponanake, P (2012). Implementing the HORESO Operating Technology to Reduce Manufacturing Production Process Waste. University of the Thai Chamber of Commerce ..., scholar.utcc.ac.th, https://scholar.utcc.ac.th/handle/6626976254/274

Resende, M. (2008). Information technology and organizational practices: An exploratory sectoral analysis. Latin American Business Review, 8 (2), 1-17, ISSN 1097-8526, https://doi.org/10.1080/10978520802084107

Saragih, FW, Anggreainy, MS, &... (2017). Making Motion Graphics for Effective Communication Training Media 'Horenso' Culture at PT Amerta Indah Otsuka. Journal of Applied Science..., journal.ipb.ac.id, https://journal.ipb.ac.id/index.php/jstsv/article/view/35016

Shibuya, M, & Chen, X (2021). Production Planning and Management Using Gantt Charts [J]. Journal of Mechanics Engineering and ..., davidpublisher.com, http://davidpublisher.com/Public/uploads/Contribute/60c808baa8993.pdf

Sridhar, S. (2023). THE NEED FOR 'Kaizen' CULTURE FOR MANUFACTURING INDUSTRIES IN INDUSTRY 4.0. International Journal of Professional Business Review, 8 (5), ISSN 2525-3654, https://doi.org/10.26668/businessreview/2023.v8i5.1299

Suryani, S, & Suri, DA (2021). The Influence of 'Horenso' Culture on PT Company Performance. Nippon Shokubai Indonesia. Journal of Intent: Journal of Industry and..., ejournal.lppm-unbaja.ac.id, http://ejournal.lppm-unbaja.ac.id/index.php/intent/article/view/1405

Tranfield, D., Denyer, D. and Smart, P. (2003) Towards a Methodology for Developing Evidence: Informed Management Knowledge by Means of Systematic Review. British Journal of Management, 14, 207-222. http://dx.doi.org/10.1111/1467-8551.00375

Visitaty, A (2020). Cultural Elements in Japanese Language Communication in the Corporate World in Indonesia: A Study of Intercultural Conflict. Lingua Applicata Journal, scholar.archive.org, https://scholar.archive.org/work/c4d42oq3sncsbaiqbhbteimwxm/access/wayback/https://jurnal.ugm.ac.id/jla/article/download/57500/pdf

Wardhana, CK, Setiawati, AS, &... (2023). Strengthening Insight into the Ethics of Working in Japan for Japanese Language Instructors in LPKs throughout Semarang City. J-ABDIPAMAS ..., ejurnal.ikippgribojonegoro.ac.id, https://ejurnal.ikippgribojonegoro.ac.id/index.php/J-ABDIPAMAS/article/view/2840