

IMPLEMENTATION OF KAIZEN TEIAN CULTURE AS A STRATEGY TO IMPROVE WORK EFFICIENCY AND PRODUCT QUALITY: A QUALITATIVE CASE STUDY OF A MANUFACTURING COMPANY IN JAPAN

Moh Syafaat¹, Hendrike Priventa²

^{1,2}Japanese Literature Study Program, Universitas Ngudi Waluyo Semarang, Indonesia

Abstract

Kaizen is a Japanese management philosophy centered on continuous improvement and deeply embedded in Japanese organizational practice. One of its practical manifestations is Kaizen Teian, an employee suggestion system through which improvement ideas are proposed, evaluated, and implemented. This study examines how Kaizen Teian proposals are initiated, verified, and implemented at Akagi Nyugyo Co., Ltd., and how this practice contributes to work efficiency and product quality. A descriptive qualitative case-study design was employed using interviews and direct observation. The analysis also considers complementary Japanese workplace practices, including 5S (Seiri, Seiton, Seiso, Seiketsu, Shitsuke), 3M (Muda, Muri, Mura), HORENSO (Houkoku, Renraku, Soudan), PDCA (Plan, Do, Check, Action), and QCD (Quality, Cost, Delivery), in relation to the Kaizen philosophy. The findings indicate that Kaizen Teian functions as an organizational culture involving employees across hierarchical levels, without restrictions on the number or scale of improvement proposals. The system emphasizes small, practical, and incremental improvements that cumulatively support continuous organizational development. This study provides practical insights for other companies seeking to cultivate a participatory workplace culture through creative, innovative, and implementable employee-generated improvement ideas.

Keywords: Implementation, Kaizen Teian, Work Culture, Work Efficiency, Product Quality

Article History

Received: 2026-08-20

Revised: 2026-09-12

Accepted: YY-10-03

Vol 3 Issue 3 2026

Moh Syafaat¹

(attokun90@gmail.com)



Page 128 - 136

INTRODUCTION

Amid increasingly intense industrial competition, companies must be able to survive and compete by offering products of superior quality to those of comparable firms. Japan's industrial development is widely associated with high levels of efficiency and product quality, achievements that are closely linked to the distinctive Japanese philosophy of Kaizen. In Japanese, Kaizen refers to continuous improvement (Imai, 2012). The term derives from two words, Kai (改), meaning change, and Zen (善), meaning improvement or goodness; thus, Kaizen may be understood as change toward a better condition.

The Kaizen philosophy has become one of the key foundations of Japanese industrial development because it is oriented toward continuous improvement. Its implementation also contributes to the development of human resource management. Rooted in the principle of ongoing improvement, Kaizen emphasizes improvement ideas contributed by employees at all organizational levels in order to enhance efficiency and product quality (Azhar et al., 2020).

In Japanese companies, continuous improvement through small, gradual, and consistent steps can enhance both efficiency and product quality. Although individual Kaizen initiatives may appear minor and incremental, their cumulative effects can produce substantial results over time (Imai, 2012).

One concrete manifestation of this philosophy is Kaizen Teian. Kaizen Teian is a continuous-improvement suggestion system that encourages all employees to submit innovative ideas aimed at increasing efficiency and product quality (Handayani & Sukardi, 2020). The system is rooted in Kaizen (改善), which emphasizes small, simple, and gradual improvements, and Teian (提案), which refers to proposals or employee-generated suggestions for improvement (Japan Human Relations Association, 1992).

The Kaizen Teian system emphasizes the active participation of all employees in identifying problems and proposing solutions. Responsibility for change does not rest solely with managers or leaders; every member of the organization is expected to identify opportunities for improvement and propose more effective solutions (Rusdiana & Soediantono, 2022). Through this approach,

organizations not only facilitate the continuous development of individual capabilities but also cultivate a workforce that is more creative, innovative, and capable of translating ideas into practice (Topolsky, 2017).

According to Nihon HR Kyokai (1995), Kaizen Teian serves as a means of developing creativity and strengthening employees' sense of belonging to the company. To create a better organization, every employee is given an opportunity to contribute directly to organizational progress. Kaizen Teian therefore affects not only technical aspects of production but also psychological and social dimensions of the workplace.

One Japanese company that consistently reflects the values of Kaizen Teian is Akagi Nyugyo Co., Ltd. This manufacturing company operates in the food industry, particularly ice-cream production, and is widely recognized in Japan as an innovative and competitive producer. Its performance is supported not only by modern production technology but also by a Kaizen-oriented work culture that emphasizes employee participation through the Kaizen Teian system. Employee-generated Kaizen Teian proposals constitute an important instrument for improving company productivity (Nihon HR Kyokai, 1995). Product quality and safety are also major priorities. Akagi Nyugyo has obtained FSSC 22000 certification, which incorporates the HACCP (Hazard Analysis and Critical Control Point) system as part of an internationally recognized food-safety management framework. Consequently, the company must ensure that each stage of its production process complies with established standards.

This study shares certain similarities with, while also differing from, previous research. The study by Permana et al. (2024), for example, examined Kaizen as its material object and investigated how employee participation in improvement ideas or proposals affects efforts to enhance efficiency and product quality. That study also found that company-provided rewards can positively influence employee performance and support the development of human resources capable of thinking creatively and innovatively.

However, the present study addresses an aspect that has not been sufficiently examined in previous research: the cultural values embedded in Kaizen Teian, the processes through which improvement ideas are proposed, verified, and implemented, and the resulting contribution to improvements in the company's operational performance.

METHODS

Research Approach and Design

This study employs a descriptive qualitative approach using a case-study design to obtain an in-depth understanding of work processes and the organizational culture surrounding the Kaizen Teian system in its real-world context. The study specifically examines how improvement ideas are proposed, verified, and implemented at Akagi Nyugyo and how these practices relate to improvements in work efficiency and product quality.

Research Site and Object

The research was conducted at Akagi Nyugyo, specifically in the production division of the Fukaya Plant in Saitama Prefecture, Japan. The various production units are interdependent and work collaboratively to produce high-quality, competitive ice-cream products.

The object of this study is the Kaizen concept, with particular emphasis on its practical manifestation through the Kaizen Teian system implemented by employees throughout the company. Through this case study, the research seeks to provide an empirical account of Kaizen Teian culture in a Japanese company and its relevance to improvements in work efficiency and product quality.

Data Sources

Primary Data

Primary data were obtained through interviews with the plant manager, supervisors, team leaders, and employees, as well as through direct group discussions concerning problem handling and the

formulation of proposed solutions. Direct observations were also conducted to examine production activities and the implementation of Kaizen Teian by employees.

Secondary Data

Secondary data consisted of information regarding the company profile, production environment, and production processes. Additional sources included books, scientific journal articles, QCD theory, the PDCA cycle, previous studies on Kaizen, and other concepts associated with Japanese workplace culture, such as 5S, 3M, and HORENSO.

RESULT AND DISCUSSION

Imai (2012) positions Kaizen as a continuous-improvement approach carried out at the workplace (gemba) with the direct involvement of the people who perform the work. Employees are therefore not merely task executors; they also play an active role and assume responsibility for identifying problems and developing solutions.

Akagi Nyugyo applies Kaizen Teian as a strong foundation for continuous-improvement activities and as part of employee and organizational development. The company also positions 5S as a foundation for discipline, awareness, and responsible behavior, reflecting the characteristics of a well-managed production environment.

Overview of Kaizen Teian Implementation at Akagi Nyugyo

Based on the research findings and interviews with the plant manager, team leaders, and employees in Akagi Nyugyo's production division, Kaizen Teian has become an integral part of the company's work culture and contributes to the creation of a participatory, creative, and innovative work environment. Its implementation is not limited to productivity improvement but also encompasses work efficiency, product quality, occupational safety, resource management, cost reduction, and human resource development.

The findings show that every employee has an equal opportunity to submit improvement proposals through a Kaizen Teian form at any time. Proposals may involve simple improvements or changes requiring substantial investment. This practice demonstrates that the company regards continuous improvement as a shared responsibility of all organizational members. Individual development is therefore closely linked to the development of the company itself.

These findings are consistent with Imai's (2012) concept of Kaizen, which emphasizes that continuous improvement should involve all members of an organization regardless of hierarchical position. At Akagi Nyugyo, Kaizen Teian functions not merely as a suggestion system but as an organizational culture that shapes employees' mindsets toward continuous improvement and the pursuit of organizational excellence and quality.

The Cultural Meaning of Kaizen Teian for the Company

Interviews with the plant manager indicate that Kaizen Teian carries a broader meaning than merely functioning as a mechanism for submitting suggestions. All employees are encouraged to develop the ability to recognize both positive conditions and areas requiring improvement within the company. To achieve greater efficiency and product quality, employees are expected to identify what should be added, improved, or maintained. In this sense, a Kaizen-based work culture is directly practiced by employees throughout the production division. The informant stated:

“皆さんに改善提案を出してもらうということは皆さんに会社に対しては良いところと悪いところを見るように養えます。皆さんがこういう悪いところを見て、改善しないとイケないんだな～というふうに一人一人成長には繋がります。実際に改善してもらえば悪かったところが良いところにかわって、会社自体もよくなります。品質がよくなったり、生産性がよくなったりそういうもあるということです。”

“Kaizen Teian is encouraged among all employees so that they learn to recognize both the strengths and weaknesses of the company. When employees identify an unfavorable condition, they are expected to develop an awareness of the need for improvement. Kaizen Teian therefore has value for the

development of each individual employee. In practice, when unfavorable conditions are improved, the company itself also improves, including in terms of productivity and product quality. These outcomes constitute part of the value of Kaizen Teian."

This statement shows that the company views Kaizen Teian as a means of developing employees' critical awareness of their work environment. Employees are not expected merely to follow instructions; they are also encouraged to think actively and identify opportunities for improvement.

The plant manager explained that organizational development is strongly influenced by the development of the individuals working within the company. The more employees develop their analytical abilities and concern for the organization, the greater the company's potential for improvement. This finding is consistent with Nihon HR Kyokai (1995), who argues that Kaizen Teian supports creativity and strengthens employees' sense of belonging to the organization. The suggestion system therefore produces not only technical improvements but also employees who demonstrate greater responsibility for organizational progress.

The statement above also indicates that the cultural value of Kaizen Teian at Akagi Nyugyo is not limited to productivity improvement; it also functions as an instrument of human resource development. The company seeks to cultivate a culture in which every individual recognizes a responsibility to contribute to organizational progress.

Objectives of Kaizen Teian Implementation

The interviews indicate that the principal objective of Kaizen Teian is to increase the value generated by organizational improvement across all aspects of operations. These improvements include work efficiency, product quality, occupational safety, resource utilization, cost control, the implementation of 5S, and other operational aspects of the company. The informant stated:

"当社では色んな改善種類があって品質や労働安全や5Sなどがいっぱいあります。一人でやる改善もあるし、チームでやる改善もあります。特にチームでやる改善はチームワークやコミュニケーションなどによくなったりするということで相乗効果があります。色んな時点で色んなところに改善をやっていくというところに改善の目的を持って、会社としても取り組んでいます。一人一人の成長は会社の成長にも繋がります。"

"This company implements many types of Kaizen, including improvements related to product quality, occupational safety, and 5S. Kaizen can be carried out individually or in teams. Team-based Kaizen creates a synergistic effect by improving teamwork and communication. The company is therefore committed to conducting improvements in many areas and at different points in time. The growth of each individual contributes to the growth of the company."

This statement demonstrates that the company views Kaizen Teian as an instrument for both organizational development and people development. Organizational progress is closely associated with the quality of employees who are creative, innovative, and capable of collaborative problem solving. In addition to making the company better, Kaizen Teian contributes to the development of innovative and creative thinking, teamwork, and communication. Through the processes of problem identification, proposal formulation, discussion, and implementation, employees acquire practical experience that strengthens critical-thinking and problem-solving capabilities.

This finding is consistent with Liker (2004), who argues that one of the principal strengths of the Kaizen system is its capacity to develop people while simultaneously improving work processes. Accordingly, Kaizen Teian not only generates operational efficiency but also contributes to the development of more capable, creative, and innovative human resources, thereby reinforcing continuous improvement and overall organizational quality.

Scope of Kaizen Teian Implementation

Kaizen Teian has a broad scope and can be applied to various aspects of organizational activity. It is not limited to improvements in machinery, work systems, or management but also includes human resources and other activities that support organizational development. Consequently, every

employee can contribute ideas or improvement proposals based on conditions and problems encountered in daily work.

Based on the interviews, the informant explained that Kaizen Teian is comprehensive in scope and is not restricted to a particular field. The informant stated:

“改善提案はあらゆる側面に繋がります。機械やシステム、経営などを改善するだけではなく、人材も継続的改善の一部です。企業の発展に関わる事柄の範囲は広く、エネルギー、人材、品質管理など、企業の発展に関わるすべてに繋がります。”

“Kaizen Teian applies comprehensively across all aspects of the company. It is not limited to improving machinery, systems, management, and similar areas. Human resources are also part of continuous improvement. The areas related to organizational development are broad; therefore, Kaizen Teian can apply to virtually anything, including energy use, expenditure, human resources, and all other aspects related to the company’s progress.”

This statement indicates that Kaizen Teian can be applied to a wide range of activities associated with improving organizational performance. Improvements may address energy use, cost reduction, quality enhancement, work efficiency, work systems, or human resource development. Thus, an improvement proposal does not need to produce a major change; simple initiatives that generate practical benefits for the company may also be classified as Kaizen Teian.

Examples of the scope of Kaizen Teian implementation at Akagi Nyugyo include the following:

1. Work-process improvement, involving changes to work methods so that tasks can be performed more easily, quickly, safely, and efficiently.
2. Energy and cost savings, involving reductions in unnecessary energy use or expenditure within the production process.
3. Quality-management improvement, involving measures to maintain and enhance product quality while reducing errors in work processes.
4. Machinery and facility improvement, involving modifications or repairs to machinery and equipment so that they operate more effectively and reduce production disruptions.
5. Human resource development, involving improvements in employees’ capabilities, skills, discipline, and awareness of the importance of continuous improvement.
6. Improvement of occupational safety and comfort, involving changes that reduce accident risks and create a safer and more comfortable work environment.

Accordingly, the scope of Kaizen Teian implementation may be characterized as comprehensive and continuous. Any aspect that presents an opportunity for improvement and can generate benefits for the company may become the object of a Kaizen Teian initiative. This indicates that the success of Kaizen Teian depends not only on technological or system improvements but also on sustained employee involvement in identifying and proposing improvements.

Mechanisms for Proposing, Verifying, and Implementing Kaizen Teian

The implementation of Kaizen Teian can be understood in relation to the PDCA (Plan, Do, Check, Action) cycle as an approach to continuous improvement. In simple terms, Plan refers to designing an improvement; Do refers to implementing or testing the improvement; Check refers to evaluating the outcome; and Action refers to taking follow-up measures based on the evaluation. The cycle is repeated so that improvements can continue to be developed. This PDCA logic is consistent with the principle of continuous improvement through gradual and sustained change.

Based on the interviews, all employees are entitled to submit Kaizen Teian proposals. Individual proposals are submitted using a Kaizen Teian form and are then forwarded to the supervisor of the relevant unit. There is no formal limit on the number of proposals an employee may submit; however, the company encourages employees to contribute improvement ideas regularly. Importantly, the company does not distinguish between large and small improvements. As long as a proposal provides added value to the organization, it may be submitted and considered for implementation. The informant stated:

“改善はいつでもだれでも何枚でも小さな改善提案でも提案してもらっても構わないです。改善提案書に記入してもらって係長にわたって、生産本部に預かります。生産本部が提案してもらった人から提案を最低3つぐらい選んで、優秀な提案をしてくれた人に対しては表彰という制度もあります。”

“Kaizen Teian proposals may be submitted at any time, by anyone, in any number, regardless of whether the proposed improvement is large or small. The Kaizen Teian form is reviewed by the relevant supervisor and then submitted to the production department. From the proposals collected, the production department selects at least three outstanding Kaizen Teian proposals, and the employees who submitted them receive recognition or rewards.”

This statement shows that the company provides broad opportunities for all employees to participate in Kaizen Teian. There are no restrictions concerning the timing of submission, the number of proposals, or the scale of the proposed improvement. Employees can therefore submit proposals whenever they identify a problem or an opportunity to improve their work.

Submitted proposals do not have to involve major changes. Simple or small-scale improvements are also valued as long as they provide benefits to the work process or the company. This practice reflects the fundamental principle of Kaizen: continuous improvement through small changes implemented consistently over time.

In addition to providing opportunities to submit proposals, the company also applies a reward system for employees whose ideas are judged to be outstanding. Such recognition serves as a form of organizational appreciation and can encourage employees to participate more actively in improvement initiatives. The informant further stated:

“改善提案は基本的には提案してくれた人がやれるものなら実施までやってもらうことは基本ですけども、お金がかかったりすると必要性にと話し合ってやるようにしています。どのぐらい効果が出るか事前にいろいろ検証してもらって、検証データを報告してもらって、やる価値がわかったら、実際に課長や工場長や部長など、これだけの効果が出るけど、これだけのお金が出るんでやってもいいですかという許可をもらいます。”

“In principle, when a Kaizen Teian proposal can be implemented by the person who submitted it, that person is expected to carry the proposal through to implementation. However, if implementation requires expenditure, the proposal is discussed with a supervisor according to the level of need. Prior verification is conducted to determine the expected impact or effectiveness, and the verification data are then reported. If the proposal is shown to be worthwhile, the proposer presents the expected benefits and required costs to the section manager, plant manager, or department manager and requests approval for implementation.”

This statement indicates that Kaizen Teian does not end with the submission of an idea or proposal; the proposer is also expected to take responsibility for implementing the improvement where feasible. The implementation pathway depends on the type of Kaizen Teian and whether funding is required. Improvements that do not require substantial costs can generally proceed directly to implementation, whereas initiatives requiring larger expenditures must follow a more structured process, as outlined below:

1. The proposer implements the improvement

If the improvement can be carried out independently without substantial resources or cost, the employee who submitted the proposal is generally also responsible for implementing it.

2. Verification is conducted before implementation

Before an improvement is applied more broadly, the company first determines whether the proposal is likely to generate genuine benefits. Testing or verification is therefore conducted to assess the expected results.

3. Data are used as the basis for decision making

Verification results are then compiled as data. These data are used to demonstrate the effectiveness and potential benefits of the proposed Kaizen initiative.

4. Supervisors are involved when expenditure is required

If a proposal requires financial expenditure, the proposer cannot implement it directly. The proposal must be discussed with the relevant supervisor and evaluated in relation to its level of necessity and required cost.

5. Approval is obtained prior to implementation

Once the expected benefits and costs have been explained on the basis of supporting data, the proposal is submitted to the section manager, plant manager, or department manager for approval.

These procedures indicate that the implementation of Kaizen Teian does not prioritize the quantity of proposals alone; it also considers the feasibility and tangible benefits of each proposal. Decisions are based on verification results and supporting data, enabling the company to compare expected benefits with the resources and costs required for implementation.

This process reflects a data-based continuous-improvement principle in which employee ideas are first tested and their benefits demonstrated before company resources are committed to broader implementation.

A Concrete Example of Kaizen Teian Implementation: A 5S-Based Pipe-Rack Case

In addition to improving product quality, Kaizen Teian is also evident in the application of 5S principles to workplace organization. Interviews with employees identified one problem involving the suboptimal storage of machine pipes. Variations in pipe size and length made the work area less efficient and potentially obstructed worker movement. Improperly stored pipes were also at greater risk of rust and mold. As a solution, employees proposed a storage rack designed according to the dimensions and sizes of pipes used in the production process. The informant stated:

“配管置く場所はなるべく、サビやカビを防ぐために、5Sの概念をもとにしてきれいに並んで、サイズごとに整理して、まっすぐ並べて置きます。使うときに取り出しやすく、使い終わったら元の場所に戻しやすくするためです。”

“Pipe storage should be organized neatly according to the 5S concept to prevent rust and mold. Pipes should be arranged by size and aligned properly so that they are easy to retrieve when needed and easy to return to their designated location after use.”

The proposal began with direct observation of workplace conditions, measurement of pipe dimensions, rack design, and coordination with the work-environment department before implementation. Based on 5S principles, the initiative produced positive effects, including a tidier work area, easier retrieval of equipment, reduced time spent searching for materials, and improved occupational safety.

This finding demonstrates that Kaizen Teian does not necessarily require large-scale investment. Although higher-investment technologies, such as AI-based cameras for detecting defective products, may be considered in the future to support product quality, simple improvements grounded in 5S principles can also produce meaningful efficiency gains when implemented consistently.

Impact of Kaizen Teian Implementation on Work Efficiency and Product Quality

One framework closely related to the implementation of Kaizen Teian is QCD (Quality, Cost, Delivery). These three dimensions are central to production-process management because improvement initiatives are expected not only to increase product quality but also to reduce costs and make work processes more effective and timely.

In the context of Kaizen Teian, QCD can serve as a reference for assessing the benefits of individual improvement proposals. Employee proposals may target Quality, for example by reducing defective products and errors in the production process. In terms of Cost, improvements may reduce unnecessary use of materials, energy, time, or expenditure. Delivery can be improved through better workflow design and shorter processing times so that production activities proceed more smoothly and in accordance with targets. Attention to all three QCD dimensions is therefore important for maintaining a balanced approach to efficiency and product quality.

QCD can therefore be used to understand the direction and expected benefits of Kaizen Teian, while the Kaizen Teian system provides employees with a practical mechanism for identifying problems and proposing improvement solutions. The informant stated:

“全ては、会社をもっと良くするために行っています。作業の効率を上げたり、製品の品質を良くしたり、安全に仕事ができるようにしたりすることで、会社にとって良いことがたくさんあります。それに大事なのはお客さんに安全・安心で商品を喜んで頂けるように提供します。”

“Everything is carried out with the aim of making the company better. Improving work efficiency, product quality, and occupational safety provides many positive benefits for the company. Most importantly, the company must be able to provide customers with products that can be consumed safely and with confidence.”

These findings reinforce the view that Kaizen Teian is a practical strategy for improving work efficiency and product quality through continuous improvement involving employees at all levels. The ultimate objective is to achieve superior product quality while placing customer satisfaction at the center of the process. Products must therefore be manufactured to the highest possible standards of safety and reliability in order to strengthen customer trust in the company.

CONCLUSION

This study demonstrates that Kaizen Teian has become an embedded mechanism for improving work culture in the daily operations of Akagi Nyugyo. Employees are given open opportunities to submit suggestions, ideas, and opinions without restrictions on timing, frequency, or scale. The cultural values of Kaizen Teian contribute positively to employee development while simultaneously reinforcing continuous improvement as a means of enhancing work efficiency and product quality.

Every employee is expected to recognize both positive conditions and areas requiring improvement. When unfavorable conditions are identified, employees are encouraged to develop an awareness of the need for corrective action. Sensitivity in identifying, analyzing, and continuously improving processes and practices is therefore essential for achieving greater efficiency and higher product quality. The 5S-based pipe-rack case illustrates that Kaizen Teian can range from simple, low-cost improvements to higher-investment technological innovations, such as the potential future use of AI cameras to detect defective products and strengthen quality control. The mechanism of problem identification, data-based verification, and staged approval reflects the consistent application of the PDCA cycle and helps ensure that the impact of each proposal is assessed before wider implementation.

Viewed through the QCD (Quality, Cost, and Delivery) framework, Kaizen Teian contributes to all three dimensions: quality improvement through the reduction of defective products, cost efficiency through waste reduction, and smoother workflow through process improvement. As emphasized by the informants, Kaizen Teian also functions as a human resource development instrument by strengthening employees' awareness of the work environment, sense of organizational ownership, and critical-thinking skills in problem solving.

In conclusion, Akagi Nyugyo's ability to maintain work efficiency and product quality is supported not only by production technology but also by a culture of continuous improvement involving all organizational levels. Kaizen Teian demonstrates that substantial improvements can emerge from the accumulation of small, consistently implemented changes and that organizational growth is ultimately inseparable from the development of the individuals within it. This case study may provide useful insights for other companies, particularly in the manufacturing sector, that seek to build participatory, creative, and innovative work cultures oriented toward continuous improvement (Kaizen).

REFERENCES

- Azhar Arsyad, N. A. N., & Nurhikmah, S. A., (2020). The educational value of Kaizen quality management. Gamba. (2025, January 6). Sistem usulan perbaikan: Pengertian, manfaat, dan strategi meningkatkan partisipasi karyawan. <https://www.getgamba.com/guide/archives/5509/>.
- Gustyanto, N. F., & Apsari, A. E. (2024). Analisis Pengendalian Kualitas Produk Dalam Upaya Mengurangi Jumlah Kerusakan Produk Dengan Menggunakan Metode Six Sigma Dan Kaizen (Studi Kasus Pabrik Roti Bakar Azhari). Jurnal Ilmiah Sains Teknologi Dan Informasi, 2(3), 45-56.

- Handayani, W. & Sukardi, (2020). Pengaruh budaya kaizen dan budaya horensa terhadap produktivitas kerja karyawan di PT. Yamaha Music Indonesia Manufacturing Asia Cikarang Barat. *MIX: Jurnal Ilmiah Manajemen*, 10(2), pp.210–223.
- Imai, M (2012), *Genba Kaizen: A commonsense approach to a continuous improvement strategy*. (2nded.). New York: McGraw-Hill.
- Japan Human Relations Association. (1992). *Kaizen Teian 2: Guiding continuous improvement through employee suggestions*. United States: Productivity Press.
- Kaizen Institute. (n.d.). *Lean Kaizen implementation*. KAIZEN. <https://www.kaizen.com/insights/lean-kaizen-implementation/>.
- Liker, J. K. (2004). *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer*. New York: McGraw-Hill.
- Nihon HR Kyokai. (1995). *Improvement Engine: Creativity and innovation through employee involvement-the Kaizen Teian approach*. CRC Press.
- Ohno, T. (1988). *Toyota Production System: Beyond Large-Scale Production*. Productivity Press.
- Permana, M. N. A., Setyariningsih, E., & Kasnowo. (2024). Pengaruh Budaya Kaizen Dan Reward Terhadap Kinerja Karyawan PT. Seino Indomobil Logistic Mojokerto. *Philosophiamundi*, 2(4), 202-212.
- Rusdiana, I. W., & Soediantono, D. (2022). Kaizen and Implementation Suggestion in the Defense Industry: A Literature Review. *Journal of Industrial Engineering & Management Research*, 3(3), 35-52.
- Topolsky, L. (2017). Kaizen Means Pursuing a Purpose. In *Kaizen Teian 2* (pp. 67-74). Routledge.