
MANAGEMENT THOUGHT FROM A JAPANESE PERSPECTIVE SLR STUDY OF CONTRIBUTION

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ABSTRACT

This study aims to explore the contributions of W. Edwards Deming and Joseph M. Juran to the evolution of Japanese management philosophy through a Systematic Literature Review (SLR) approach. Employing the PRISMA method, 54 peer-reviewed scientific articles published between 2005 and 2025 were analyzed to assess the influence of these two quality pioneers on the implementation of Total Quality Management (TQM), Kaizen, and the Toyota Production System (TPS). The findings indicate that Deming's data-driven PDCA cycle and Juran's Quality Trilogy (planning, control, and improvement) provided a theoretical and practical foundation for Japan's participative and continuous improvement work culture. The integration of their philosophies shaped a management system that prioritizes quality, operational efficiency, and employee empowerment. The study also reveals how these principles contributed to Japan's industrial success and global competitiveness, while highlighting the cultural and structural challenges faced in applying such models outside Japan. This review underscores the relevance of Deming and Juran's thoughts for modern organizations seeking sustainable competitive advantage through quality-driven, culturally grounded management systems

Keywords: Deming, Juran, Japanese Management, TQM, Kaizen, PDCA, Systematic Literature Review (SLR)

INTRODUCTION

The globalization and complexity of the modern financial system has prompted financial institutions, including Islamic banking, to adopt management approaches that are not only efficient, but also quality-oriented and participatory values. Japan is one of the countries that has succeeded in building a superior management system based on work culture, quality discipline, and continuous improvement. This approach was born from the contributions of the thinking of world quality management figures such as W. Edwards Deming and Joseph M. Juran, which until now have become the foundation for the practice of TQM, Kaizen, and Toyota's production systems. In the context of Islamic finance and banking, quality management practices are essential to ensure continuous efficiency, transparency, and sharia compliance. However, there is still a research gap on how Japan's management principles can be adapted into Islamic financial institutions. Most previous studies have focused only on the technical implementation or conventional Western model, while Japan's holistic management approach has not been widely studied in this context.

This study aims to examine the contribution of Deming and Juran's ideas to quality management in Japan and examine its relevance in improving the competitiveness and quality of services in the Islamic financial sector. Using the Systematic Literature Review (SLR) approach based on the PRISMA guidelines, this study explores opportunities to integrate Japanese quality management values into the strategic practices of Islamic financial institutions. The scope of discussion was focused on philosophical understanding, implementive models, and cross-cultural adaptation challenges in adopting Japan's management model in the Islamic financial sector based on ethics and sharia compliance.

LITERATURE REVIEW

Philosophy of Science in Japanese Management

Japanese management is rooted in a combination of rational, empirical, and local cultural values. Rationality in this context is manifested through systematic approaches to decision-making, such as Total Quality Management (TQM) and Just-In-Time (JIT), which emphasize efficiency and quality through logical and data-driven thinking (Deming, 1986; Liker, 2004). The empirical approach is embodied in the practice of Genchi Genbutsu, where managers go directly to the field to observe the facts before making a decision (Nonaka & Takeuchi, 1995). Japanese cultural values such as wa (harmony), keishan (continuous improvement), and omoiyari (empathy) play an important role in shaping managerial practices that emphasize cooperation and participatory decision-making (Kono & Clegg, 2001). The ring system in Japanese organizations reflects a collective consensus in making strategic decisions. Management in this context is not only a tool of control, but also as a philosophy that instills the principles of social harmony and organizational sustainability (Nonaka & Toyama, 2007).

Deming and Juran Management Concepts: Theoretical and Implementation Approaches in Japan

Deming: Statistical and Systemic

W. Edwards Deming introduced a management approach that is based on statistics and systems through the 14 Management Principles and the PDCA Cycle (Plan-Do-Check-Act). This principle emphasizes the importance of improving quality through data collection, process control, and elimination of waste (Deming, 1986). PDCA is used as a systematic tool to solve problems, improve efficiency, and encourage innovation (Crosby, 1979). Deming also emphasized the important role of leadership in creating a culture of quality and a work environment that supports continuous learning.

Juran: People and Organizations

Joseph M. Juran emphasized the importance of the human dimension in quality management. Through the Juran Trilogy consisting of Quality Planning, Quality Control, and Quality Improvement, he places quality as the strategic responsibility of the entire organization, especially top management (Juran, 1992). Juran believes that a quality approach should involve all aspects of the organization, including structured planning and evaluation to achieve a competitive advantage.

Integration in Kaizen, TQM, Six Sigma

The concepts of Deming and Juran contributed greatly to the development of Kaizen, TQM, and Six Sigma in Japanese management practices. Kaizen is a philosophy of continuous improvement that involves all levels of the organization in gradually improving the work process (Imai, 1986). TQM focuses on customer satisfaction, employee engagement, and data-driven decisions to ensure consistent quality (Goetsch & Davis, 2014; Evans & Lindsay, 2017). Six Sigma, on the other hand, uses a statistical approach to reduce process variation and improve quality systematically (Pyzdek & Keller, 2014).

METHODS

This study uses the Systematic Literature Review (SLR) approach which aims to systematically identify, assess, and synthesize the contributions of W. Edwards Deming and Joseph M. Juran to Japanese management philosophy, especially in the implementation of quality approaches such as Total Quality Management (TQM), Kaizen, and Toyota Production System (TPS). This approach was chosen to obtain a comprehensive theoretical understanding based on scientific findings from various previous studies. The data used is secondary data obtained through searching for scientific articles from reputable databases such as Scopus, Web of Science, ScienceDirect, SpringerLink, and Google Scholar. The selected articles are those published between 2005 and 2025, in English and Indonesian, and have gone through a

peer-review process. The search was conducted using a combination of keywords such as: "Deming", "Juran", "PDCA Cycle", "Kaizen", "TQM", and "Japanese Management".

Inclusion and Exclusion Criteria

Inclusion criteria: an article that explicitly discusses Deming and Juran's theories, the quality management approach, and their implementation in the context of Japanese organizational culture. Exclusion criteria: non-scientific articles, not available in full-text, or irrelevant to the Japanese context of quality management.

Variable Definition

The following are the main variables studied in the study:

Table 1. Definition of Theoretical Variables

Variabel	Operational Definition
Deming's Approach	Statistical and systemic approaches through PDCA and the 14 Principles of Management
The Juran Approach	Organizational and people-based approach to quality management through the Juran Trilogy
Japanese Implementation	Quality management practices in Japanese work culture and organizational structure
Kaizen & TQM	Philosophy of sustainable quality management and focus on customers and total engagement

Source: Processed Data (2025)

Analysis Method

Articles that met the criteria were then analyzed using thematic analysis techniques. The analysis process refers to the *PRISMA* (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) flow, which consists of four stages: Identification: an initial search was conducted on 1,547 articles. Screening: 1,052 articles were filtered by title and abstract. Eligibility: 572 articles read in full to see the appropriateness of the topic. Final inclusion: a total of 54 articles were considered relevant and used as the basis for analysis.

Table 2. Literature Selection Flow Diagram (PRISMA)

Selection Stage	Number of Articles
Found	1.547
Filtered (abstract)	1.052
Full-text	572
Included end	54

Source: Processed Data (2025)

Each article is coded and categorized based on theoretical approach (Deming/Juran), sector type (manufacturing or services), geographical context (Japanese or international), and implementable concepts (Kaizen, TQM, TPS). All references are managed using the Zotero app, and the findings are organized in a narrative framework based on the main theme

RESULTS

The results of a systematic review of 54 articles that met the inclusion criteria showed that the contributions of W. Edwards Deming and Joseph M. Juran played a central role in the formation of Japanese management philosophy, especially in the development of quality management systems such as Kaizen, TQM, and Toyota Production System (TPS). Findings from various literature show a close link between the Western-based quality management approach introduced by Deming and Juran and typical Japanese management practices oriented towards collectivity, efficiency, and continuous improvement.

Implementation of the Deming Concept: Systemic, Statistical, and Sustainable Processes

The concept of the 14 Deming Management Principles and the PDCA (Plan-Do-Check-Act) cycle are the basis for the development of systemic and data-based management processes. In the context of Japanese companies, the application of PDCA is evident in structured and measurable production and quality management activities (Deming, 1986). Companies like Toyota and Sony use this cycle in order to foster a culture of learning and fact-based decision-making. Deming emphasizes the importance of system change and the role of management in creating an environment that supports employee innovation and participation (Evans & Lindsay, 2017). The key to the successful implementation of Deming in Japan lies in the alignment between the quality philosophy and the values of the Japanese work culture that upholds discipline and collective involvement.

Juran's Contribution: Quality Leadership and Focus on People

Joseph M. Juran's thinking complements Deming's approach with a greater focus on aspects of organizational leadership and strategic quality management. *The Juran Trilogy* (Quality Planning, Quality Control, and Quality Improvement) is applied in many Japanese companies to develop a sustainable and comprehensive quality system, starting from the planning process to improvement based on customer feedback and performance evaluation (Juran, 1992). Juran also introduced the importance of management training and the role of top management in creating a culture of quality, which later became an integral part of Japan's organizational structure.

Integration in Japanese Organizational Culture: Kaizen, TQM, and Six Sigma

Deming and Juran's thinking was then adopted and adapted into Japanese management philosophy through the Kaizen approach—a concept of continuous improvement that emphasizes the participation of all levels of the organization (Imai, 1986). Meanwhile, TQM integrating quality principles into all business processes has been a key strategic framework in many Japanese companies since the 1980s (Goetsch & Davis, 2014). Some literature also suggests that the application of Six Sigma—as a reinforcement of the quality statistical approach—has been adapted by Japanese companies by adding values such as long-term involvement and harmonious relationships between teams (Pyzdek & Keller, 2014).

Relevance for the Islamic Finance Sector

The core values in Japanese quality management such as transparency, efficiency, collective participation, and continuous improvement are aligned with the basic principles of Islamic finance, such as *ihsan*, *maslahah*, and *amanah*. Thus, the adoption of a Japanese-style quality management approach in the Islamic banking system has the potential to strengthen a strategic work culture that is in line with Islamic values and increase the competitiveness of Islamic financial institutions (Abdul-Rahman & Nor, 2016; Ahmad & Kassim, 2019).

CONCLUSION

This study concludes that the thoughts of W. Edwards Deming and Joseph M. Juran have a significant influence on the formation of Japanese management philosophy, especially in the development and implementation of quality management systems such as Total Quality Management (TQM), Kaizen, and Toyota Production System (TPS). Deming's systemic, data-driven approach through the PDCA cycle and the 14 Principles of Management, as well as the Juran approach that emphasizes quality leadership and the human dimension through the Juran Trilogy, have provided a theoretical and practical framework for the transformation of work culture in Japan. The integration of these two approaches into Japanese organizational culture gave birth to a management system that focused not only on efficiency and quality control, but also on collective participation and continuous improvement. These values are very relevant to be adopted in the Islamic financial and banking sector, because they are in accordance with the basic principles of Islam such as *ihsan*, *deliberation*, and *masalahah*.

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