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**THE EFFICIENCY OF JAPANESE EXECUTIVES IN INTRODUCING STRONG  
MANAGEMENT STYLE IN MNCS IN INDIA**

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**Abstract**

The effectiveness of Japanese executives on Indian multinational corporations (MNCs) is examined in this study. Japanese executives have transformed the way Indian MNCs are run by bringing management principles like kaizen, total quality management (TQM), lean manufacturing, and a long-term perspective. The operational effectiveness, productivity, and customer happiness have all significantly increased as a result of these methods. The study emphasizes the significance of incorporating Japanese management principles into the Indian corporate environment and points to potential future chances for cooperation and technical development to further boost productivity in Indian MNCs.

**Keywords:** Japanese executives, Indian multinational corporations (MNCs), Management practices, Kaizen, and Lean manufacturing.

**1. Introduction**

The effectiveness of Japanese executives in implementing a strong management style within multinational corporations (MNCs) active in India is investigated in this study. Japanese management techniques have become well-known throughout the world due to their lengthy history of production and efficiency. The extent to which these strategies contribute to success in the Indian corporate environment, though, is still a fascinating subject. This study intends to examine the impact of Japanese executives in adopting and adapting strong management styles in MNCs in India, shining light on their contribution to improving operational efficiency and organizational performance. It does this by evaluating case studies and utilizing industry research.

**2. Embracing the Japanese Way: The Impact of Japanese Executives on MNCs in India**

Japanese executives have a long history of being praised for their effective management techniques. The adoption of Japanese management methods is rising in popularity as multinational corporations (MNCs) extend their operations in India. This article explores the influence of Japanese executives on multinational corporations operating in India, highlighting their capacity to improve organizational effectiveness and performance (Rowley et al. 2019). Japanese management techniques place a significant emphasis on quality, teamwork, and constant progress. MNCs in India are now adopting these concepts after they were successful in the Japanese business environment. Executives from Japan contribute their wealth of expertise and knowledge, bringing with them lean manufacturing methods, streamlined procedures, and a customer-centric mindset. We examine how Japanese CEOs modify their management style to the Indian business climate using case studies and industry research (Mishra 2020). We examine the difficulties they encounter in putting their strategy into practice and the advantages that MNCs stand to gain. Japanese

executives have a significant impact on multinational corporations (MNCs) in India, improving everything from operational efficiency to encouraging an innovative culture and employee engagement.

### 3. The Rise of the Japanese Management Style in Indian MNCs

Japanese management practices are increasingly being adopted by multinational corporations (MNCs) in India, and this has a substantial impact on organizational effectiveness and performance. An efficiency analysis of the development and adoption of the Japanese management style in Indian MNCs is provided in this article. Japanese management techniques that are based on ideas like lean manufacturing, continuous improvement, and employee empowerment have won praise from all over the world for their efficacy (Mathew and Taylor 2019). To improve their operational effectiveness and maintain competitiveness in the fast-paced business environment, Indian MNCs are adopting these strategies.

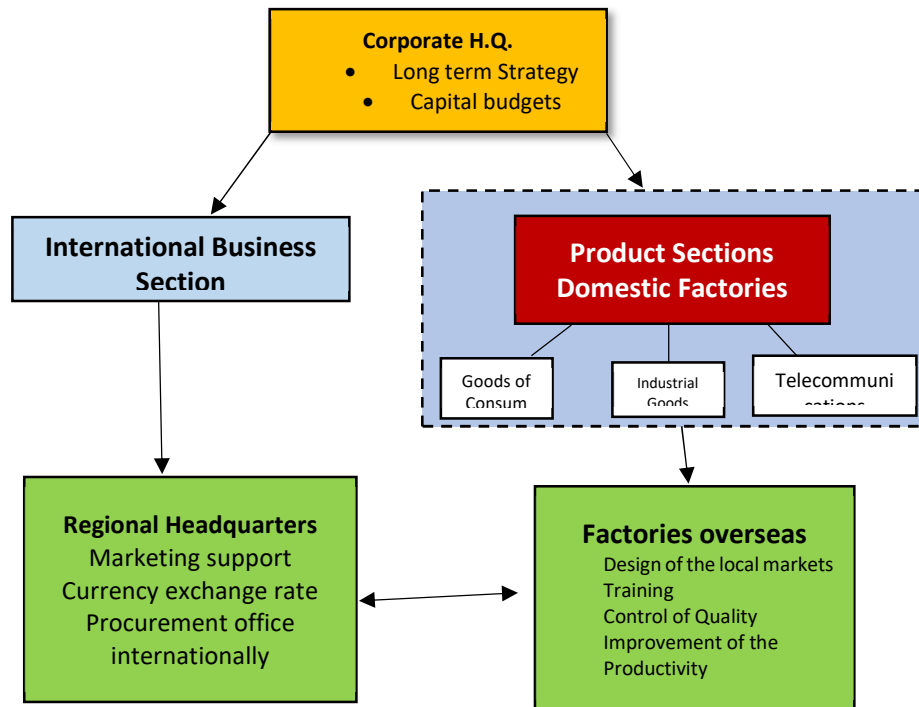


Figure 1: Headquarters model of the Japanese Management Style in Indian MNCs  
(Source: Mathew and Taylor 2019, p. 56)

### 4. Driving Efficiency: How Japanese Executives Revolutionize Management in Indian MNCs

Japanese executives have significantly improved management procedures in multinational firms (MNCs) in India. They bring a special set of approaches and guiding concepts with them that emphasize effectiveness, collaboration, and ongoing progress. Japanese executives have affected management procedures in Indian MNCs in the following ways:

**Continuous Improvement and Kaizen** The idea of "kaizen," which emphasizes constant development in all areas of the business, was developed by Japanese leaders. They urge staff to always look for methods to improve efficiency, quality, and production, and they cultivate a culture

of small, gradual adjustments. Indian multinational corporations (MNCs) have optimized their operations and improved performance thanks to this strategy.

**Total Quality Management (TQM):** Japanese executives have introduced TQM's guiding concepts to Indian multinational corporations. The importance of quality assurance and control throughout the organization is emphasized by TQM (Bader et al. 2021). Japanese executives have assisted Indian MNCs in improving their product and service offerings through the implementation of strict quality standards and procedures, which has enhanced customer happiness and loyalty.

**Lean Manufacturing and Just-in-Time (JIT) Production:** Japanese executives have brought Just-in-Time (JIT) production and lean manufacturing techniques to Indian MNCs. Lean manufacturing attempts to cut out waste and streamline procedures, which lowers costs and boosts productivity. Contrarily, JIT reduces inventory costs by creating and distributing goods only when they are required. These ideas have assisted Indian MNCs in streamlining their supply chains and reducing lead times.

### **5. Unleashing the Power of Japanese Leadership: Enhancing Efficiency in Indian Multinationals**

Multinational corporations in India have seen a considerable increase in efficiency under Japanese leadership. Japanese business leaders have changed how Indian organizations are run by utilizing their management theories and methods. Instilling a culture of constant development, they have made streamlining and waste reduction a priority (Chandibai and Barman 2019). The total quality management (TQM) and kaizen methodologies are two ways that Japanese leaders have pushed staff to find and fix inefficiencies at all levels. They have given staff more power, encouraging collaborative decision-making and cultivating a sense of dedication and ownership. As a result, production has grown and resources are being used more effectively.

<b>Indian</b>	<b>Japanese</b>
Collective responsible and accountability	Collective responsible and accountability
Structure of the Formal hierarchal organization and its structure	Organizational structure informally
Popular culture of the organization	Popular culture of the organisation
Low competitive spirit	Competitive spirit towards other

Table 1: Comparative management style between Indian and Japanese

(Source: Moonan 2021, p.69)

Just-in-time (JIT) production, which has optimized supply chain management, decreased inventory costs, and increased overall operational efficiency, was also implemented by Japanese leaders. Additionally, Japanese leadership places a strong emphasis on stakeholder connection-building and long-term thinking. This strategy has pushed Indian multinational companies to place a higher priority on client retention and loyalty, which has boosted commercial results (Moonan 2021). Overall, Japanese leadership has transformed management strategies in Indian multinational corporations, increasing productivity through continuous improvement, employee empowerment, lean manufacturing, and a long-term outlook. Indian businesses have improved their

competitiveness by putting these concepts into practice, providing higher-quality goods and services while maximizing resource efficiency.

### **6. Exploring the Efficiency Paradigm: Japanese Executives Transforming MNCs in India**

In India, multinational corporations (MNCs) have undergone a substantial transformation thanks to Japanese executives who introduced an efficiency paradigm based on their management techniques. These organizations now operate in a whole new way thanks to their influence, which has increased productivity and competitiveness. Japanese executives have cultivated a culture of continual improvement within Indian MNCs by drawing on concepts like kaizen and total quality management (TQM) (Davies et al. 2023). They encourage staff members to find inefficiencies and actively look for methods to improve processes at all levels. This way of thinking has improved productivity and simplified processes.

Just-in-time (JIT) production is one of the lean manufacturing practices that Japanese executives have also adopted for Indian MNCs. These procedures have increased operational effectiveness and reduced costs by decreasing waste, lowering inventory, and improving supply chain management. Furthermore, teamwork and employee empowerment are valued highly by Japanese executives. These aspects increase participation in decision-making along with the development of a sense of ownership and permit staff to offer suggestive data for improvement of the process (Colovic 2022). The current strategy is going to be to increase productivity along with the morale of the employees and their involvement. Japanese business management leaders also have a strong view on the development of lasting partnerships and long terms thought processes. They have a high place on the loyalty of the customers and satisfaction. It encourages the continuing development of efforts and provides a guarantee of the success and survival of Indian MNC companies.

### **7. Efficient Management: A Case Study of Japanese Executives in Indian Multinational Corporations**

Japanese executives have a strong view of the Indian Multinational corporation (MNCs) with powerful management methods. Their influence is justified in a particular case study with the demonstration of the dramatic extractions from their job roles. For reference, it is the best adoption of the Kaizen mentality by the creation division of the Indian MNC (Wahab et al. 2023). Japanese business leaders have a strong view of the constant development and upgradation of the mentality of the employees working in the companies. They could be able to develop their productivity with the practice of the Kaizen philosophy. In most cases, the kaizen philosophy and its users get along with lasting and dependable results due to its usage.

Another particular case, study depends on the application of the Lean manufacturing units in the supply chain management in the Indian MNC along with the Japanese executive. The executive was successful in shortening the waste and increasing the effectiveness of the operations through the implementation of the JIT (Just in Time) along with the production and lowering the inventory (Ahmad et al. 2021). The streamlined strategy of the developed production is useful for the reduction of expenses, and cutting off the lead times, all of this helped the bottom line of the

business. Adding more, Japanese executives have provided the facility with teamwork and the democratic method of deciding about the Indian MNCs and their different operational decisions.

### **8. Its Best Efficiency: Japanese Management Techniques Take Root in Indian MNCs**

Efficiency has enriched new levels as Japanese management takes root in Indian multinational corporations (MNCs). Japanese executives have already brought their principles, rules, results, and practices to any organizational efficiency through a transformative impact (Chung et al. 2020). One key feature is the philosophy of regular improvement and the kaizen introduction. Executives of Japan have already introduced the art where all employees can take active ways at all levels to enrich and eliminate waste processes. This dedication to gradational progress has been conducted to signify focused continuous learning and efficiency and growth.

Also, Japanese management has highlighted the theory of Total Quality Management (TQM) in Indian multinationals. Placing a strong prominence on assurance and quality control, they have driven the art of excellence. Attentive processes and diligent quality standards have enriched customer satisfaction, implemented, improved the resulting efficiency, and reduced defects.

Moreover, executives of Japan have succeeded in manufacturing principles, like Just-in-time Productions (JIT) in Indian multinationals. This proposal streamlines the management of the supply chain, optimizes resource utilization, and minimizes waste. In a nutshell, this production procedure has become truly efficient, reducing lead and cost times. Teamwork and collaboration are very much fundamental thoughts of Japanese management. Japanese executives have promoted an environment, where all employees are inspired to do teamwork or work together, contribute ideas, and share knowledge with others. In the Japanese management methods, this together working or also a teamwork-driven address has led to enriched efficiency, by this customer and employees will collaborate to implement and identify the improvements of the procedure.

### **9. Tokyo to Mumbai: Japanese Executive Efficiency in Indian MNCs**

The Japanese executives' efficiency has been exceptional in Indian multinational corporations (MNCs), through their unique practices and techniques of management to Mumbai from Tokyo. A remarkable impact on the efficiency of those organizations has been created by their expertise (Gupta 2023). One key feature is to need improvement which will be philosophical continuous and with kaizen type introduction. Executives in Japan have entrenched to encourage employees through eliminate and identifying the inefficiencies in these procedures in Indian MNCs, with this type of mindset. With incremental and small changes, they reached extraordinary improvement in quality and productivity, leading to enriching efficiency.

Executives of Japan have foregrounded tilted manufacturing rules in Indian MNCs. After implementing all practices like JIT also known as just-in-time production, they have improved resources, streamlined supply management, and reduced waste (Froese et al. 2020). All initiatives have developed their efficiency, faster delivery times, and reduction of cost. Not only that, Japanese executives have presented a new art of collaboration and teamwork. Fostering open communication and promoting decision-making participative, they have owned employees to share insights and ideas. The collective proposal has increased streamlined workflows, increased entire efficiency, and capabilities of solving problems. Also, Japanese executives signify a long-

term orientation, emphasizing the growth of sustainable progress with suppliers, and stakeholders, and the most important part is customers (Mishra 2020). This focus of calculating on building partnerships with enduring to improve and get success in the long-term for Indian MNCs.

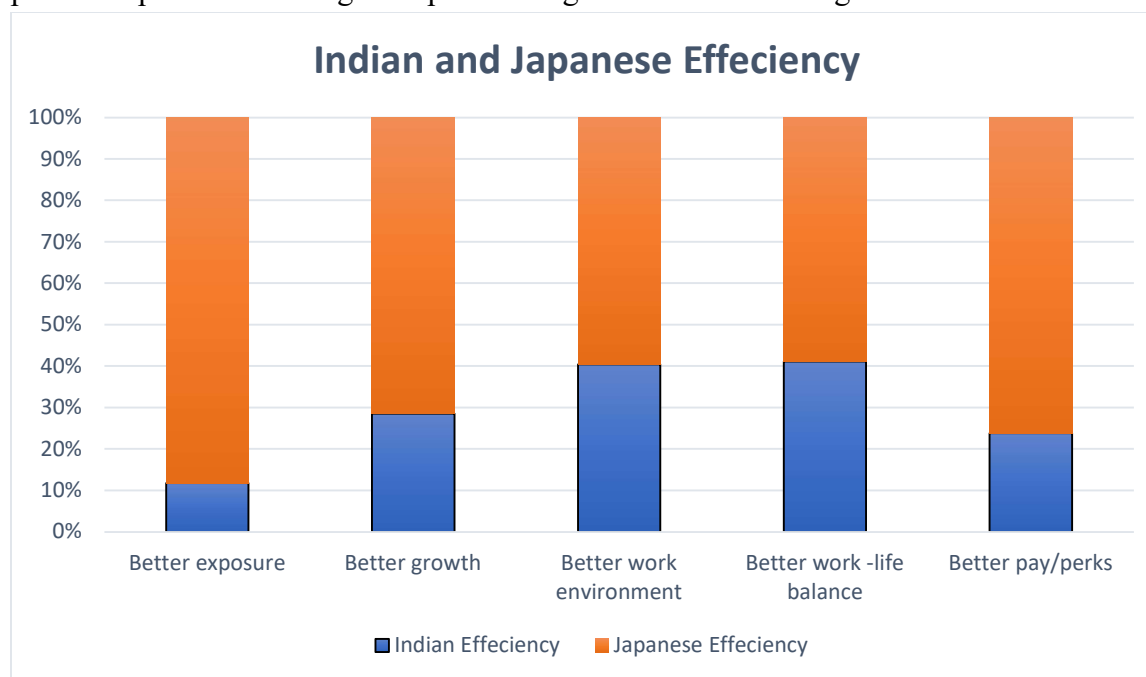


Figure 2: Differentiation between Indian and Japanese Efficiency

(Source: Ahmad et al. 2021 p- 34)

### 10. The Japanese Touch: Enriching Efficiency Along With Strong Management in Indian MNCs

The Japanese influence has a major role in improving the efficiency of the Indian MNCs with strong management. The Japanese administrators have included their different models of management styles, principles, and revolutionary ways of the operations of the organizations. One major aspect of the management of Japan is the disciplined approach to completing different tasks along with continuous improvement (Bader et al. 2021). The Japanese have introduced the Kaizen model for the promotion of the incremental improvement of the work culture. This approach is very helpful to motivate the employees for giving 100 % output in their work completion within time. Even its also helps them to achieve speedy work with accuracy in the work field. Even it is more helpful for the entire organization with better product development with more upgrading and better finishing of the product. Japanese work management is more useful in teamwork and collaboration of different employees working in the organization. As it is beneficial for the organization to include different ideas of the employees for better product development.

### 11. Building Bridges: In Which Way Japanese Executives Inaugurate Indian Multinationals

Executives of Japan have created a crucial role in Indian multinational corporations (MNCs) in presenting efficient management between the business landscape of India and remarkable features



of growth. Contributions to their overall performance and significant improvements in operational efficiency have led.

First of all, all executives of Japan showcased the theory of kaizen that represents each level of development of the specific organizations and emphasizes continuing it.

Through fostering an art of empowering incremental changes to eliminate and present waste, executives of Japan already mindset to stay constant in the way of improvement in Indian MNCs (Khalil et al. 2022). this has enhanced the procedure, increased the efficiency, and precise the usage of resources. Nextly, executives knowingly Japanese, have already presented the principles of TQM in Indian MNCs. it also focuses on all the aspects of the specific organization, to customer services from product improvement, to ensuring the quality result. By implementing the standards of rigorous quality standards, and training programs for all employees, Japanese executives enrich operations, reduced all defects, increase the satisfaction of customers, and the approach of customer-centric ( Khaw et al. 2022). It also mentioned that TQM is also known as Total Quality Management.

<b>Dimension</b>	<b>New MNCs</b>	<b>Traditional MNCs</b>
<b>Internationalization speed</b>	Accelerated	Gradual
<b>Expansion path</b>	Double path: developed countries are upgrading their resources.	Single path: from shorter to longer distance.
<b>Competitive advantages</b>	Weak: developing the resources.	Strong: needed resources available in-house.
<b>Preferred entry modes</b>	External development: acquisition, alliances, and joint ventures.	Internal development: fully owned subsidiaries.
<b>Political capabilities</b>	Strong: used to imbalance the political nature.	Weak: used to balance political nature.
<b>Organizational adaptability</b>	High: international presence is the reason.	Low: ingrained culture and structure.

Table 2: New and traditional MNCs in India

(Source: Shukla et al. 2022, p.119)

After that additionally, they present new manufacturing methods in Indian multinational corporations. While doing just-in-time production is minimized waste, developed and improved supply chain management, inventory costs are reduced with overall performances (Shukla et al. 2022). Further, executives have emphasized and improved through empowerment and teamwork with their decision-making skills, collaboration to encourage, and promoting the methods as a sense of promoting their ideas and expertise to propose and to leading to increase their levels of

efficiency and fostered stability, continuity, and trust through sustainable development with stakeholders, involve their suppliers, customers, and employees to enrich the value chain supply management with a long-term perspective to develop their growth of sustainable enrichment in Indian MNCs.

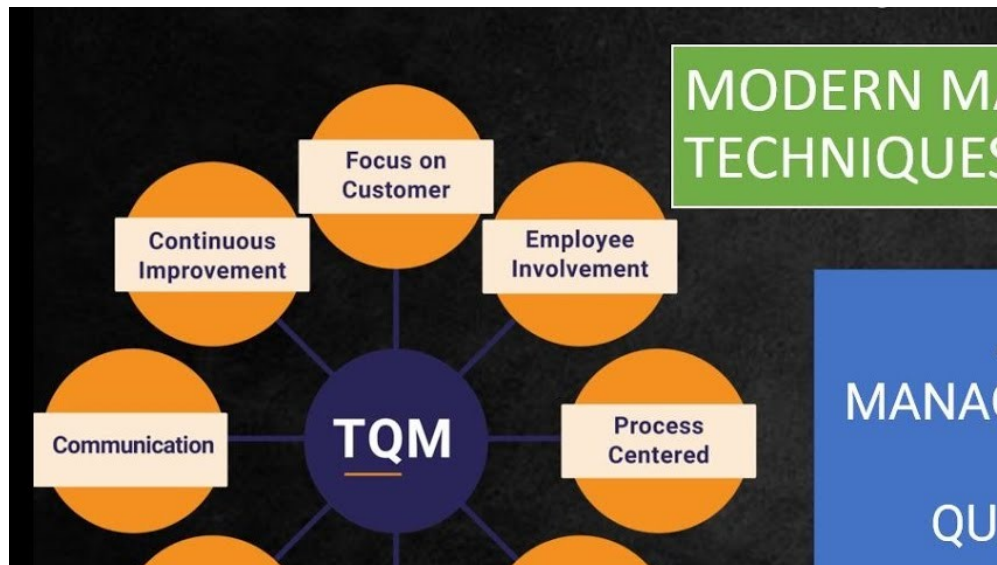


Figure 3: Modern Management Techniques

(Source: Shingade and Rastogi 2019, p-94)

## 12. Conclusion with Future Scope

In conclusion, the impact of Japanese executives has revolutionized all management practices, leading to enriched competitiveness and efficiency. Presenting the thoughts like kaizen, long-term orientation, employee empowerment, lean manufacturing, total quality management and has transformed the method Indian MNCs operate.

The scope lies in remoter principles of Japanese management which are integrated with the remarkable culture, art, and business of the Indian context. Indian MNCs could carry on to adapt and embrace those practices to suit leveraging some specific needs to drive gaining efficient and regular improvements. This involves an art of collaboration and innovation and also encouraging employees through their contributing expertise and ideas.

Moreover, the advanced implemented technologies such as automation, robotics, and artificial intelligence could supplement the practices of Japanese management in Indian MNCs. Including the focus-based efficiency with the cutting-edge technology of companies that could reach higher levels of productivity and operational efficiency.

Furthermore, there is the probability of enhancing knowledge sharing and collaboration between Indian and Japanese executives. This sharing and collaboration of knowledge can happen by exchanging programs, joint ventures, and partnerships from both countries that could study each other's best practices and experiences. These types of cooperation can foster understanding and enrich their Japanese management with cross-culture in Indian MNCs through further efficiency.



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