

**CULTURAL CLASH IN WORK ETHIC AND COMMUNICATION
STYLE: A CASE STUDY IN JAPANESE BASED MANUFACTURING
COMPANY IN INDONESIA**

FINAL PROJECT

**In partial fulfilment of the requirements
for the master's degree
from Institut Teknologi Bandung**

**By
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Student ID: 29123374
(Master of Business Administration Program)**



**INSTITUT TEKNOLOGI BANDUNG
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ABSTRACT

CULTURAL CLASH IN WORK ETHIC AND COMMUNICATION STYLE: A CASE STUDY IN JAPANESE BASED MANUFACTURING COMPANY IN INDONESIA

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In the era of globalization, multinational companies are striving to open business opportunities in countries other than their own to compete in the global market. Indonesia's population, geographical conditions, abundant natural resources, and affordable labour force make Indonesia an attractive investment destination country for foreign companies, including those from Japan. With the increasing number of Japanese companies and expatriates in Indonesia, it presents a unique challenge for Indonesian employees who interact directly with expatriates.

The primary stakeholders in this business issue comprise individuals from different cultural backgrounds—Japanese expatriates and Indonesian employees—whose high-frequency and intense interactions play a critical role in driving the business processes within the company. This study highlights the need to delve deeper into the cultural clashes particularly in terms of work Ethic and communication styles, which in turn could enhance overall organizational effectiveness.

This study adopts a qualitative method using in-depth interviews with local Indonesian employees and Japanese expatriates at a Japanese based manufacturing company in Indonesia. The interview data were processed and analyzed comparatively to identify work Ethic and communication style differences between the two cultures.

The major findings are the differences in work Ethic between Indonesian workers and Japanese expatriates lie in their perceptions of the importance of work, appreciation of time, and future orientation. In term of communication there are different style of communication between Indonesian employees, who are typically place strong emphasis on interpersonal relationships, while Japanese Expatriates focused on work-related-communication. Another prominent distinction lies in communication structure: Japanese expatriates prefer two-way, structured, and consensus-oriented communication, while Indonesian employees typically engage in casual and flexible communication styles.

Keywords: Culture, Culture Clash, Work Ethic, Intercultural Communication.

ABSTRAK

BENTURAN BUDAYA DALAM ETOS KERJA DAN GAYA KOMUNIKASI: SEBUAH STUDY KASUS DI PERUSAHAAN MANUFAKTURING ASAL JEPANG DI INDONESIA

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Di era globalisasi, perusahaan multinasional berupaya membuka peluang bisnis di negara lain guna bersaing di pasar global. Indonesia, dengan jumlah penduduk yang besar, kondisi geografis yang strategis, sumber daya alam yang melimpah, serta tenaga kerja yang terjangkau, menjadi negara tujuan investasi yang menarik bagi perusahaan asing, termasuk dari Jepang. Seiring dengan meningkatnya jumlah perusahaan dan ekspatriat Jepang di Indonesia, muncul tantangan tersendiri bagi karyawan Indonesia yang berinteraksi langsung dengan para ekspatriat tersebut.

Para pemangku kepentingan utama dalam isu bisnis ini adalah individu-individu dari latar belakang budaya yang berbeda—yakni ekspatriat Jepang dan karyawan Indonesia—yang memiliki intensitas interaksi tinggi dan peran penting dalam menjalankan proses bisnis di perusahaan. Studi ini menyoroti pentingnya menggali lebih dalam benturan budaya, khususnya dalam hal etos kerja dan gaya komunikasi, yang pada akhirnya dapat meningkatkan efektivitas organisasi secara keseluruhan.

Penelitian ini menggunakan metode kualitatif melalui wawancara mendalam dengan karyawan lokal Indonesia dan ekspatriat Jepang di sebuah perusahaan manufaktur berbasis Jepang yang beroperasi di Indonesia. Data dari wawancara dianalisis secara komparatif untuk mengidentifikasi perbedaan etos kerja dan gaya komunikasi antara kedua budaya.

Temuan utama menunjukkan bahwa perbedaan etos kerja antara karyawan Indonesia dan ekspatriat Jepang terletak pada persepsi mengenai pentingnya pekerjaan, penghargaan terhadap waktu, dan orientasi terhadap masa depan. Dalam hal komunikasi, terdapat perbedaan gaya antara karyawan Indonesia, yang umumnya sangat menekankan hubungan interpersonal, dan ekspatriat Jepang yang lebih berfokus pada komunikasi yang berkaitan dengan pekerjaan. Perbedaan mencolok lainnya terlihat pada struktur komunikasi: ekspatriat Jepang cenderung menyukai komunikasi dua arah yang terstruktur dan berorientasi pada konsensus, sedangkan karyawan Indonesia biasanya menggunakan gaya komunikasi yang kasual dan fleksibel.

Keywords: Budaya, Benturan Budaya, Etos Kerja, Komunikasi Antar Budaya.

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*This final project is dedicated to my beloved family and PT. IndoJapan Steel
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The Author

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LIST OF ABBREVIATIONS AND SYMBOLS

ABBREVIATIONS	Name	Page of initial usage
JJC	Jakarta Japan Club	1
JETRO	Japan External Trade Organization	1
IJSC	PT. IndoJapan Steel Center	1
NST	Nippon Steel Trading Corporation	1
KRAS	PT. Krakatau Steel (Persero), Tbk	1
HR	Hot-Rolled Steel Sheet	4
CR	Cold-Rolled Steel Sheet	4
EG	Electro Galvanized	4
GI	Hot Dip Galvanized	4
GA	Galvanealed	4
SUS	Stainless Steel	4
Hi-C	High Tensile Strength Steel	4
SL1	Slitter Machine	9
MS1	Mini Stiller Machine	10
LV1	Leveler or Cut-to-Length Machine	11
DS1	Down Shear 1	12
DS2	Down Shear 2	12
PEJ	<i>Pekerja Ekspatriat Jepang</i> or Japanese Expatriate Worker	38
PLI	<i>Pekerja Lokal Indonesia</i> or Indonesian Local Worker	38
LJ	Locally Hired Japanese	38
NJ	Non-Japanese	38
HR	Human Resource	42
AEO	Authorized Economic Operator	51
CQ	Cultural Intelligence	81
BOD	Board of Director	81

Chapter I Introduction

I.1 Background

In the era of globalization, multinational companies are striving to open business opportunities in countries other than their own to compete in the global market. Indonesia's population, geographical conditions, abundant natural resources, and affordable labour force make Indonesia an attractive investment destination country for multinational companies, including those from Japan.

According to information obtained from the Jakarta Japan Club (JJC) in 2023, there are approximately 1,600 Japanese companies operating in Indonesia. These companies span various industrial sectors, such as automotive, heavy equipment, banking, and other industries. Additionally, the Japan External Trade Organization (JETRO) reported that 49.5% of Japanese companies in Indonesia responded to a survey indicating plans for expansion.

With the increasing number of Japanese companies and expatriates in Indonesia, it presents a unique challenge for Indonesian employees who interact directly with expatriates. These interactions involve cultural differences, work styles, and language barriers that can lead to cultural clashes. If not managed properly, this will cause conflict, hinder communication, reduce productivity, and create dissatisfaction among employees.

I.2 Company Profile

PT. IndoJapan Steel Center (IJSC) is a Japanese manufacturing company engaged in the steel cutting service business. The company was established in 2012 and start operation in 2013. IJSC is a joint venture company between Nippon Steel Trading Corporation (NST) with an 80% shareholding and PT. Krakatau Steel (Persero), Tbk (KRAS) with a 20% shareholding with total capital IDR 100 billion or approximately USD 11 million.

PT. IndoJapan Steel Center is located in the Karawang Industrial Area, West Java, Indonesia, with an area of 24,000m² and a building area of 10,000m². IJSC operates in two shifts per day for production and delivery process.

I.2.1 Organization Structure

As of January 2025, PT. IndoJapan Steel Center employs 94 employees, consisting of two Japanese expatriates and 92 Indonesian workers. Below are the details:

Table I.1 Number of Employee

Citizenship		Status	No. of Employee
Indonesia	Factory	Regular	45
	Office	Regular	38
	Others	Regular	5
		Contract	4
Sub Total			92
Japan			2
Grand Total			94

(Source: Company Internal Document, 2025)

PT. IndoJapan Steel Center is led by Mr. Nishiyama from Nippon Steel Trading Corporation (NST) as President Director, supported by Mrs. Novi Ratna Kusuma from PT. Krakatau Steel (Persero), Tbk (KRAS) as Director of Human Resources and General Affairs and Mr. Tsukuda from NST as Director of Sales & Marketing. Additionally, the board of directors is supported by several top management members such as Mr. Dedi Supriadi as General Manager Production, Mr. Imam Nurhadi from KRAS as General Manager of Maintenance, Warehouse, and Health & Safety Environment, and Mr. Rangga as Deputy General Manager of Sales & Marketing. The complete organizational structure can be seen in the figure in the following page:

Based on the figure above, it can be seen that PT. IndoJapan Steel Center is divided into three main departments: Production, Human Resources & General Affairs, and Sales & Marketing. The detailed number of employees in each department can be found in the table on the following page.

Table I.2 Employee based on Department

No	Department	Division	Unit	Number of Employee
1	Board of Directors	President Director		1
		Director of Human Resource & General Affair		1
		Director of Sales & Marketing		1
		Total		3
2	Production	Production	General Manager	1
			Foreman	3
			Slitter (A)	5
			Slitter (B)	5
			Mini Slitter	4
			Leveler & Downshear	8
			Subtotal	26
		Maintenance, Warehouse, Health & Safety Environment	General Manager	1
			Assistant Manager Warehouse	1
			Warehouse (A)	8
			Warehouse (B)	8
			Maintenance	4
			Supervisor HSE	1
			Subtotal	23
		Total		49
3	Human Resource, General Affairs, and Administration	Finance & Accounting	Assistant Manager	1
			Supervisor	1
			Finance	1
			Accounting	1
		Subtotal		4
		Human Resource & General Affair	Assistant Manager	1
			Supervisor	1
			HR	-
			GA	11
			Subtotal	13
		Total		17
4	Sales & Marketing	Deputy General Manager		1
		Import, Production Planning & Sales taking order	Assistant Manager	1
			Import	1
		Sales Administration (Sales Invoice)	Production Planning & Taking Order	6
			Assistant Manager	1
		Marketing	Sales Administration	1
			Supervisor	1
		Inventory Control	Marketing	2
			Assistant Manager	1
			Inventory Control	5
			Truck Driver	1
			Subtotal	21
		Quality Control & Assurance	Manager	1
			Supervisor	1
			QC & QA Staff	1
		Subtotal		3
		Intrepreter		1
		Subtotal		1
		Total		25
		Grand Total		94

(Source: Company Internal Document, 2025)

I.2.2 Sales & Revenue

PT. Indojapan Steel Center sells a variety of steel coils, including hot-rolled (HR) and cold-rolled (CR) steel sheets, coated steel such as Electro Galvanized (EG), Hot Dipped Galvanized (GI), and Galvanealed (GA), as well as stainless steel (SUS) and high tensile strength steel (Hi-C). Currently,

IJSC's monthly sales average around 4,300 tons per month, or approximately 52,000 tons annually. IJSC also offers cutting services as a tolling business, where the raw materials are owned by customers, and IJSC solely provides processing and packing services. IJSC revenue is about to achieve IDR one trillion per year. Currently IJSC has around 60 active customers who regularly purchase products from the company, segmented as follows:

a. Based on Sales Type

Currently company sells approximately 4,100 tons of products per month through shop sales and around 200 tons through tolling sales.

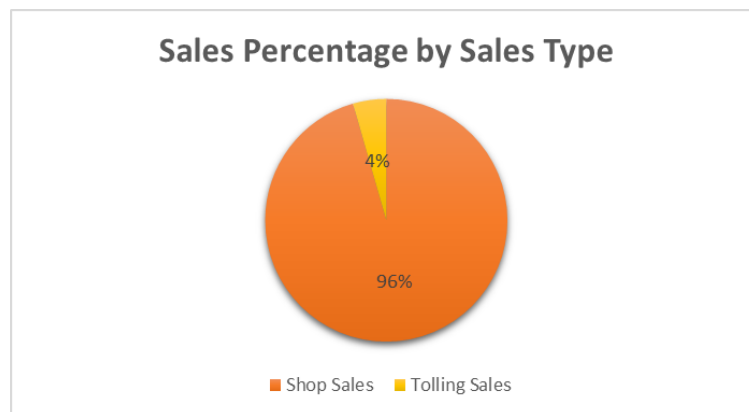


Figure I.2 Sales Percentage by Sales Type
(Source: Company Internal Document, 2025)

b. Based on Customer Core Business

Approximately 89% of IJSC's sales are contributed by the automotive industry, including passenger vehicles and big vehicles. End users in this segment include Astra Daihatsu, Astra Honda Motor, Yamaha Manufacturing, Mitsubishi Kramayudha, and heavy vehicles such as Hino and Fuso. IJSC's largest customers are automotive parts manufacturers. As the company does not directly supply end users, consequently, IJSC can be categorized as a Tier 2 or Tier 3 supplier to automotive makers. The remaining 11% of sales are distributed among heavy equipment, home appliances, and other industries.

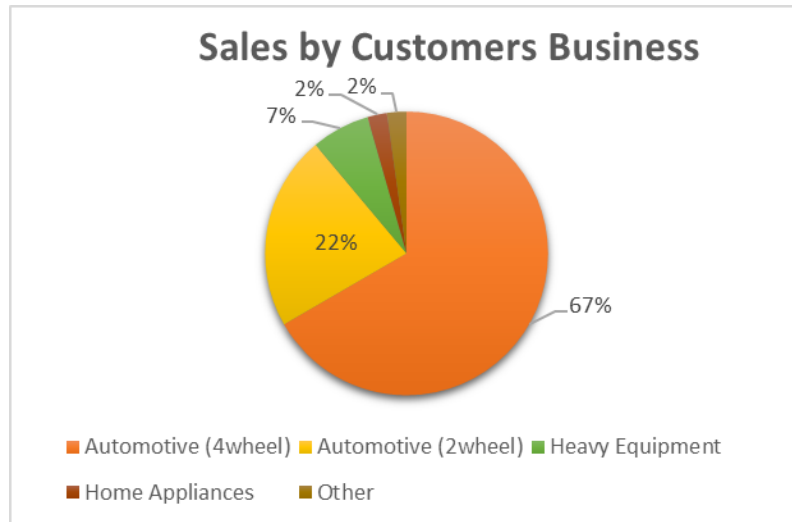


Figure I.3 Sales Percentage by Customer Business
(Source: Company Internal Document, 2025)

Customers in the automotive business have unique characteristics. Both four-wheel and two-wheel automotive makers operate with annual production targets, with schedules divided daily using a *kanban* system. As a result, the automotive business emphasizes continuity, requiring meticulous attention in the processes of raw material supply, production, and delivery.

c. Based on Customer Ownership

PT. IndoJapan Steel Center supplies products to companies with varying ownership, including Japanese, Indonesian, Korean, and other countries. The percentage of customers based on business ownership is as follows:

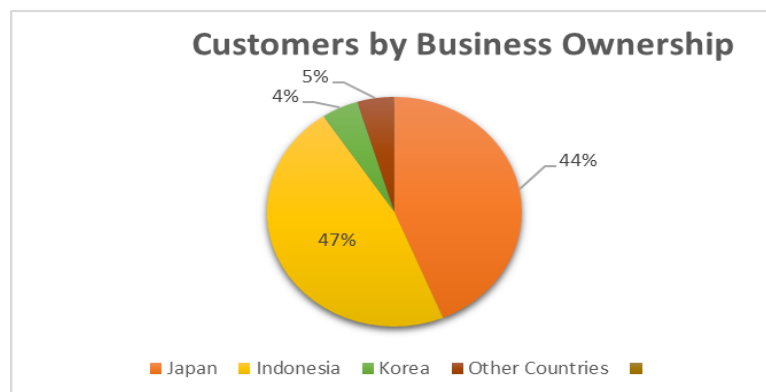


Figure I.4 Sales Percentage by Customer Ownership
(Source: Company Internal Document, 2025)

d. Based on Customer Location

All of PT. IndoJapan Steel Center's customers are domestically based and spread across Java Island, including areas such as Jakarta, Bekasi, Bogor, Tangerang, Karawang, Purwakarta, Bandung, Cirebon, Semarang, and Surabaya. Currently, IJSC does not engage in export activities and focused only on domestic business operations.

I.2.3 Business Scheme

Unlike steel makers such as Krakatau Steel & Nippon Steel Corporation, which process iron ore into steel plates, PT. IndoJapan Steel Center processes finished products from steel makers into smaller sizes. IJSC purchases raw materials with thicknesses according to customer requirements. Generally, the thickness ranges from 0.4 to 6.0mm, with a standard factory width for steel plates of 1219mm, or adjusted width to meet customer needs.

Currently, IJSC provides steel plates from both domestic and overseas sources, including Japan, Korea, and Taiwan. IJSC is supported by several trading companies in the procurement of raw materials, acting as channels for purchasing raw materials from steel makers. The trading company is selected by considering the purchase volume and the business channels that have been agreed upon between IJSC and the steel maker.

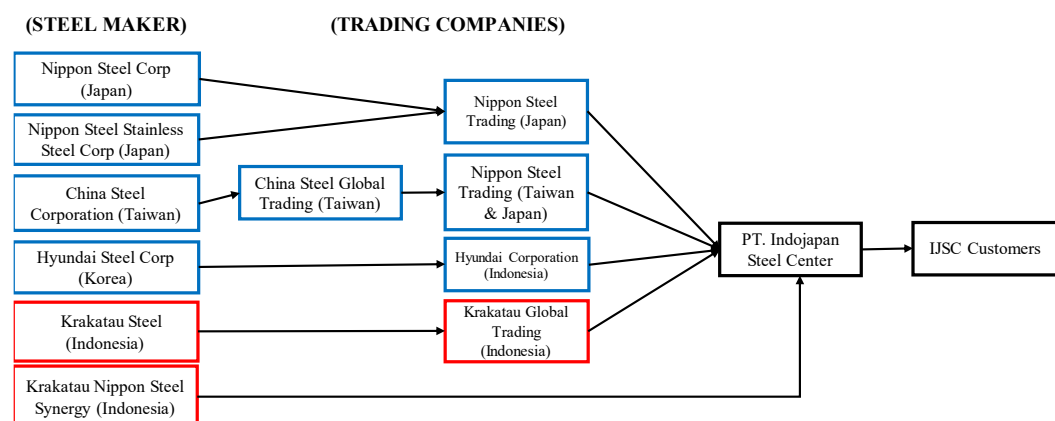


Figure I.5 Business Scheme

(Source: Company Internal Document, 2025)

I.2.4 Production Line & Facilities

Currently, PT. Indojapan Steel Center produces approximately 4,800 tons of steel per month or around 57,000 tons of steel per year, supported by five main production machines and one packing machine that facilitate the company's operational activities as described below:

a. Slitter Machine

This machine is a key support in operational activities as its output contributes 75% of IJSC's total sales. The machine operates 16 hours per day, divided into two shifts per day, in morning and night shifts, with a maximum capacity of eight coils per shift or 16 coils per day. To use this machine, the raw material (big coil) is first placed on the uncoiler section. The machine will then automatically uncoil the steel plate, turning it from a coil into a sheet. In the middle of the machine, there are cutting blades/slitting tools, and at the end of the process, there is a recoiler that will rewind the steel plate back into a coil.

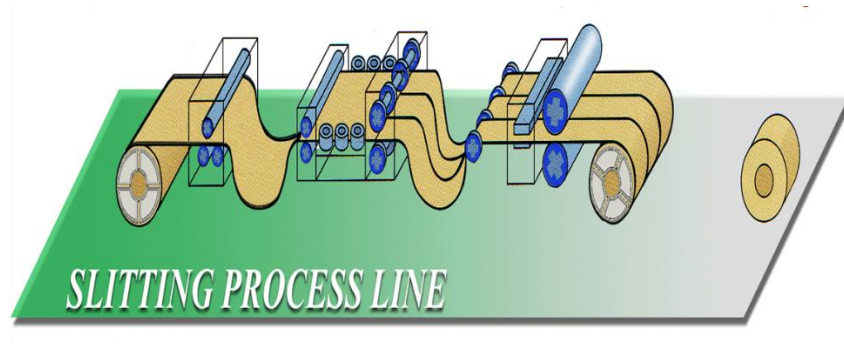


Figure I.6 Slitter Machine Processing

(Source: Company Internal Document, 2025)

For details regarding the slitter machine and its capacity, please refer to the table as on the following page:

Table I.3 Slitter Machine Specification

No	Spec	Description
1	Machine Name	Slitter Machine (SL1)
2	Material to be Processed	hot-rolled (HR) and cold-rolled steel sheet (CR), Electro Galvanized (EG), Hot Dipped Galvanized (GI), and Galvanealed (GA), stainless steel (SUS) and high tensile strength steel (Hi-C)
3	Thickness	0.6mm – 4.5mm
4	Width	50mm – 1,600mm
5	Inside Diameter of Raw material	Ø 508 mm or Ø 610 mm
6	Outside Diameter of Raw Material	Ø 800 mm - Ø 2,000 mm
7	Coil Weight	20,000 kg (maximum)
8	Recoiler Load	20,000 kg (maximum)
9	Inside Diameter of Recoiler	Ø 508 mm
10	Line Speed	200meter/ minute (maximum)

(Source: Company Internal Document, 2025)

b. Mini Slitter Machine

This machine is one of the supporting machines in IJSC's operational activities, capable of processing materials with thinner sizes and narrower widths compared to the slitter machine. Since the volume of production of this machine not as high as slitter machine, this machine operates only one shift per day.

The working principle of this machine is the same as that of the slitter machine, but the size and capacity of the machine are different. The maximum width of material that can be processed by this machine is 500mm, so the raw material usually undergoes a cutting process on the slitter machine first. The specifications of the mini slitter machine are as follows:

Table I.4 Mini Slitter Machine Specification

No	Spec	Description
1	Machine Name	Mini Slitter (MS1)
2	Material to be Processed	hot-rolled (HR) and cold-rolled steel sheet (CR), Electro Galvanized (EG), Hot Dipped Galvanized (GI), and Galvanealed (GA), stainless steel (SUS) and high tensile strength steel (Hi-C)
3	Thickness	0.25mm – 2.3mm
4	Width	20mm – 500mm
5	Inside Diameter of Raw Material	Ø 508 mm
6	Outside Diameter of Raw Material	Ø 650 mm - Ø 1,800 mm
7	Coil Weight	7,000 kg (maximum)
8	Recoiler Load	7,000 kg (maximum)
9	Inside Diameter of Recoiler	Ø 508 mm
10	Line Speed	150meter/ minute (maximum)

(Source: Company Internal Document, 2025)

c. Cut to Length Machine

The Cut to Length or Automatic Leveler Machine is a cutting machine that produces products in the form of steel plates. These products are used by IJSC customers who use manual or non-progressive stamping machines. Output of this machine contributes 15% of IJSC sales and this machine operates one shift in a day.

To use this machine, the raw material is first placed on the uncoiler. The machine then automatically uncoils the steel, turning it from a coil into a sheet. In the middle of the machine, there is a blade that cuts the material into shorter sheets.

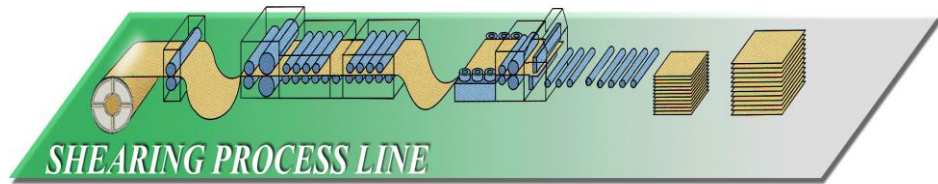


Figure I.7 Cut-to-Length Machine Processing

(Source: Company Internal Document, 2025)

For details regarding the Cut-to-Length machine and its capacity, please refer to the table below:

Table I.5 Cut-to-Length Machine Specification

No	Spec	Description
1	Machine Name	Leveler (LV1)
2	Material to be Processed	hot-rolled (HR) and cold-rolled steel sheet (CR), Electro Galvanized (EG), Hot Dipped Galvanized (GI), and Galvanealed (GA), stainless steel (SUS) and high tensile strength steel (Hi-C)
3	Thickness	0.6mm – 3.2mm
4	Width	300mm – 1,600mm
5	Inside Diameter of Raw Material	Ø 508 mm or Ø 610 mm
6	Outside Diameter of Raw Material	Ø 800 mm - Ø 2,000 mm
7	Coil Weight	20,000 kg (maximum)
8	Product Length	300mm – 3,000mm

(Source: Company Internal Document, 2025)

d. Down Shear Machine

The down shear machine is a manual machine and its raw material input is the output from the Cut-to-Length machine or steel plates that are already in sheet form. This machine functions to further cut the large steel sheets into smaller pieces.

IJSC has two down shear machines, each with the following capacities as shown in the table on the following page:

Table I.6 Down Shear Machine Specification

No	Description	Down Shear - 1	Down Shear - 2
1	Machine Name	Down Shear (DS1)	Down Shear (DS2)
2	Material to be Processed	hot-rolled (HR) and cold-rolled steel sheet (CR), Electro Galvanized (EG), Hot Dipped Galvanized (GI), and Galvanealed (GA), stainless steel (SUS) and high tensile strength steel (Hi-C)	hot-rolled (HR) and cold-rolled steel sheet (CR), Electro Galvanized (EG), Hot Dipped Galvanized (GI), and Galvanealed (GA), stainless steel (SUS) and high tensile strength steel (Hi-C)
3	Thickness	0.6mm – 4.5mm	3.0mm – 13.0mm
4	Width max	1,200mm	2,550mm
5	Speed	75 stroke/ minute	N/A

(Source: Company Internal Document, 2025)

e. Packing Machine

IJSC has one packing machine to wrap coil products with *polyethylene* paper to protect them from water, air, and other elements that could damage the product's quality. Similar to the slitter machine, this machine also operates in two shifts per day with a capacity of 40 coils per shift or 80 coils per day.

As a company committed to providing the best service to its customers, IJSC always strives to meet every customer request and need. IJSC collaborates with several similar companies to process materials that have specifications beyond the machine's capacity. This collaboration is carried out to process products with a thickness above 4.5mm for coil products and above 3.2mm for sheet products.

For delivery process, IJSC owns and operates two trucks. The drivers, delivery schedules, and truck maintenance are managed independently by the company. Additionally, IJSC collaborates with several trucking vendors who rent their trucks for the delivery of goods to customers. The drivers and

maintenance of the trucks are managed by the vendors, while the delivery schedules are arranged by IJSC's inventory control team.

I.3 Business Issue

The 80% ownership of shares by Nippon Steel Trading Corporation (NST) positions Mr. Nishiyama, a Japanese expatriate and NST representative, as the President Director of the company. As the leader, he is responsible for setting corporate strategies, leading the management team, making key decisions, managing financial and human resources, and fostering a workplace culture that drives the company's success.

Additionally, the sales volume for customer ownership, which primarily consists of Japanese companies and contributes to 73% of sales, highlights the critical importance of the role of the Director of Sales & Marketing, held by Mr. Tsukuda. His responsibilities include devising marketing strategies, driving sales and business growth, managing the distribution chain, and maintaining strong relationships with customers. The Sales & Marketing department serves as the company's backbone, being the primary source of revenue.

These two positions are strategic and critical. Both roles demand high levels of communication and interaction, not only among top management but also with their respective teams. However, the presence of two distinct cultures within the company presents unique challenges. The interactions and communications between these groups become more complex, primarily due to differences in beliefs, norms, and language. The researcher conducted interviews with Japanese expatriates and several local employees regarding their experiences with cultural clashes within the company. The findings of the business issues are as follows:

- a. This was evident in a case involving the Sales & Marketing team, when a customer delayed payment. The local team tolerated the one- or two-day delay, hoping to maintain a good relationship with the customer. However,

the Japanese superiors considered this a violation of rules and deemed it unacceptable. As a result, the Japanese superiors frequently followed up with the Sales & Marketing team, requiring them to intensively contact the customer regarding the payment schedule. This led to tension in the relationship between the sales team and the customer, as well as interpersonal friction with the Japanese expatriates, who perceived the local staff as unprofessional in handling the issue.

- b. The Sales & Marketing team often experienced this when sudden shipment requests came from customers. Frequently, the requested items were not ready and had to be produced first, forcing employees to work overtime. This situation caused fatigue among employees and created tension between departments. Japanese expatriates often avoided rejecting or negotiating with the Japanese customer, as they saw it as part of maintaining customer satisfaction.
- c. Indonesian employees and Japanese expatriates' communication often led to misunderstandings and differing expectations between what the Japanese intended and what local staff executed. Moreover, language barriers and accents required more time to comprehend one another, which occasionally resulted in unproductive work hours. This situation is experienced by nearly all employees who have direct interaction with individuals from different cultural backgrounds.
- d. Japanese expatriates often require detailed information, leading them to ask many in-depth questions. Some employees found this uncomfortable, feeling intimidated or blamed due to the tone, accent, and intensity of the questions. Language barriers further complicated their ability to respond and explain clearly. This situation is experienced by all local employees.
- e. Sometimes, Japanese expatriates conveyed information implicitly and only to selected individuals. This led IJSC's Inventory Control Assistant Manager to discomfort and disappointment. He felt excluded and uninvolved in decision-making.
- f. Company hierarchy is strongly upheld. This once became an issue for IJSC's Finance and Accounting Supervisor whose superior left the

company suddenly. As the highest-ranking individual in their department, the employee was expected to quickly learn and take over the responsibilities of their former manager. The pressure of handling numerous inquiries and tasks from Japanese superiors required the employee to work overtime, resulting in stress, fatigue, and eventually hospitalization.

The following picture explains in general each culture's point of view:

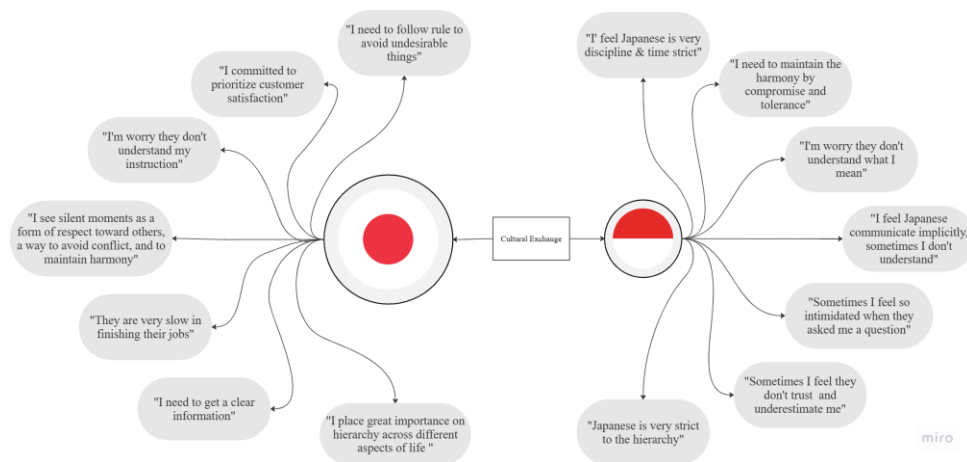


Figure I.8 Each Culture's Point of View

The primary stakeholders in this business issue comprise individuals from different cultural background, Japanese expatriates and Indonesian employees, whose high-frequency and intense interactions play a critical role in driving the business processes within the company. The researcher identified two key points in the business issue: the differences in communication styles and work ethic between Japanese expatriates and Indonesian employees.

The level of commitment, hard work, and a fast-working pace are integral to work ethic because they reflect the values and attitudes that drive employees to perform effectively and ethically. Employees with a strong work ethic often exhibit higher levels of organizational commitment. This commitment can be

affective or emotional attachment, normative or feeling of obligation, and continuance or awareness of the costs associated with leaving. (Grabowski et al., 2019 & Due, 2023), not only commitment, a strong work ethic also emphasizes hard work and efficiency (Grabowski et al., 2021 & Meriac (2015)

The culture possesses plays an important role in shaping how people think, behave, interact, and communicate (Hofstede et al., 2010; Sudarmika, 2020; & Hall, 1976). In the context of work, culture also influences how individuals behave and work in professional settings, why and how they work hard and stay committed to their company and job (Hofstede et al., 2010 & Woo, 2009). Not only in the context of work behavior, culture influences the way each person conveys a message, so there are different perceptions between people involved (Sudarmika, 2020). The attitude and behavior that people have towards each other can lead to cultural clash, resulting in complex situations (Ting-Toomey & Oetzel, 2001).

Cultural clash arises when two or more cultures have different views and opinions. Cultural clash is also associated with diverse languages and mindsets that individuals possess within an organization or in general interactions. (Ling et al., 2007). Ting-Toomey & Oetzel (2001) also defined cultural clash as the mismatch of beliefs and disharmony of goals that arise when communicating with people from different cultures.

In the context of communication, miscommunication often arises due to existing cultural differences, leading to misunderstandings of other cultural contexts. Individuals from certain cultures may handle conflict easily, while others may struggle to manage it amicably (Koyuncu & Chipindu, 2019). Miscommunication frequently stems from linguistic inaccuracies, which can be very stressful for individuals initiating cross-cultural interactions. Misinterpretation of verbal meanings (language differences) and non-verbal cues—such as gestures, intonation, facial expressions, and other forms of communication support used by foreign workers—can also be significantly

different and serve as triggers for conflict due to misunderstanding (Lestari et al., 2023).

This business issue underscores the importance of thoroughly exploring the cultural clashes within the company. An in-depth analysis may uncover actionable strategies to bridge cultural gaps, particularly regarding work Ethic and communication styles, which could ultimately improve overall organizational effectiveness. When cultural conflicts are minimized, a more conducive environment for creativity and innovation can emerge, accelerating the achievement of organizational goals.

I.4 Research Questions and Research Objectives

This research aims to analyze the cultural gaps at PT. IndoJapan Steel Center, particularly focusing on the differences in work Ethic and communication styles between Indonesian workers and Japanese expatriates. The researcher will identify the differences and propose practical strategies to mitigate potential conflicts arising from such cultural disparities. Based on the research purpose, the research questions are formulated as follow:

- a. What are the differences in work Ethic between Indonesian workers and Japanese expatriates at PT. IndoJapan Steel Center?
- b. How do the communication styles of Indonesian workers and Japanese expatriates differ at PT. IndoJapan Steel Center?
- c. What strategies can PT. IndoJapan Steel Center implement to mitigate conflicts arising from differences in work Ethic and communication styles within the company?

The objectives of this thesis are to:

- a. Identify the differences in work Ethic between Indonesian workers and Japanese expatriates at PT. IndoJapan Steel Center.
- b. Understand the communication styles of both Indonesian workers and Japanese expatriates at PT. IndoJapan Steel Center.

- c. Develop practical strategies that PT. IndoJapan Steel Center can implement to mitigate potential conflicts caused by differences in work Ethic and communication styles within the company.

In the end, this thesis aims to provide insights for the company to create an inclusive environment for both cultures present within the organization, thereby minimizing potential conflicts resulting from intercultural interactions in the workplace. Additionally, this study is expected to contribute valuable insights for other multinational corporations navigating similar cultural complexities in Indonesia.

1.5 Research Scope and Limitation

1.5.1 Research Scope

This study conducts an in-depth analysis of the cultural differences between Japanese and Indonesian workforces at PT. IndoJapan Steel Center. The research focuses on identifying differences in work Ethic and communication styles between Indonesian workers and Japanese expatriates that may lead to various cultural clashes within the company. The analysis will be conducted using several cultural frameworks, including Hofstede's Cultural Dimensions—specifically Power Distance and Uncertainty Avoidance—as well as Hall's Intercultural Communication, and Lewis's Culture Categories.

1.5.2 Research Limitation

This study focuses on the cultural clashes within PT. IndoJapan Steel Center. Thus, its findings are specific to Japanese and Indonesian workforces in this company and cannot be generalized to other Japanese organizations. Additionally, the research is limited to examining cultural clashes between Japanese and Indonesian cultures in the workplace and may not apply to companies with cultural backgrounds from other countries. This study only concentrates on specific stakeholders, and a broader investigation may yield insights that are more inclusive for a wider range of stakeholders. Moreover, this research not delve deeply into individual personality and psychological aspects but instead focuses on individual culture.

Despite these limitations, the research aims to contribute valuable knowledge and perspectives on cultural diversity between Japanese and Indonesian cultures, approaches to resolving conflicts that may arise in the workplace, and strategies to foster a harmonious and comfortable working environment for all parties involved.

Chapter II Literature Review

II.1 Theoretical Foundation

II.1.1 Definition of Culture

According to Hofstede et al. (2010), Culture is the collective programming of the mind which distinguishes the members of one group or category of people from another. This definition does not imply that humans are programmed like computers. Instead, culture is the result of social processes that shape how a group thinks, acts, and responds to the world around them. Hofstede states that the source of this mental programming begins in the smallest environment, such as the family, and extends to the neighborhood, school, youth groups, workplace, and living community.

Culture is a collective phenomenon because it is at least partly shared with people who live within the same social environment, where it is learned. (Hofstede et al., 2010). Culture consists of unwritten rules of the social game. Hofstede also describes culture as a catchword for all patterns of thinking, feeling, and acting—not only activities that are meant to refine the mind but also ordinary, everyday behaviors, such as greeting, eating, showing or hiding emotions, and maintaining physical distance.

According to Hall (1976), culture is identification. This definition emphasizes that culture is the way individuals identify themselves with a specific group through shared values, norms, and behavioral patterns. Cultural identification operates deeply within individuals, often unconsciously, as most cultural elements function at a subconscious level—a hidden system that governs how we think, act, and respond.

Furthermore, Hall (1959) also defines culture as not merely consisting of traditions or societal values but as being reflected in the way people communicate. Communication encompasses verbal and non-verbal

interactions, behavioral patterns, and the meanings individuals assign within a social group.

II.1.2 Culture Clash

According to American Psychological Association (2007) culture clash is a situation in which the diverging attitudes, moral, opinions, or customs of two dissimilar culture or subcultures are revealed. This may occur when people in different professions, such as academics and business people, collaborate on a project. While Collins (2019) define culture clash as a conflict arising from the interaction of people with different cultural values. From these definitions cultural clash can be concluded and seen as the initial stage of interactions where differences are noticed, and culture conflict represents a further escalation where these differences become a source of friction and conflict. In the process, differences are cast as the result of so-called negative and inherent shared behavioral characteristics or tendencies rather than as a matter of divergent life experiences or differential access to resources, power, and/ or status.

Culture clash often leads to misunderstandings, and stereotyping, where differences are framed as negative inherent traits rather than results of historical and structural inequalities. Individuals from non-dominant groups may experience identity threats, exclusion, and stress, affecting their well-being and sense of belonging and dissatisfaction. (Hamedani & Markus, 2009 and Wang, 2023)

II.1.3 Intercultural Communication Theory

Hall (1959) stated that "culture is communication." He emphasized that communication involves symbolization and that there is no inherent connection between a symbol and what it represents. This suggests that communication is a selective process heavily influenced by culture. The brevity of cultural communication can lead to misunderstandings in cross-cultural exchanges.

Hall (1976) introduced the concept of *context* in communication, which refers to the extent to which a culture relies on non-verbal, situational, and historical factors to understand messages. Context in communication determines how messages are interpreted by recipients. Understanding this concept is crucial in cross-cultural communication, international business, and social interactions to enhance effectiveness and minimize misunderstandings. Hall classified communication cultures into two main types:

a. High-Context (HC) Cultures

In high-context cultures, communication is implied within the situational context, social relationships, and shared understanding. Communication in these cultures tends to be indirect, implicit, and heavily reliant on non-verbal cues like body language, facial expressions, and tone of voice. Interpersonal relationships play a crucial role and trust must be established before business communication occurs. Communication often takes a circular or metaphorical approach rather than addressing issues directly. In this type of context silence holds significant meaning in conversations.

b. Low-Context (LC) Cultures

In contrast, low-context cultures rely on explicit, direct, and verbal communication, with less dependence on social context. Messages are more literal and require fewer assumptions. In this type of communication, message is clear and the listener will infer meaning without further explanation, communication is straightforward to the point, and silence is often perceived as uncomfortable or as a sign of confusion.

Although these theories were developed decades ago, Hall's theories remain integral to both educational programs and professional practice in the field of intercultural communication. They provide a solid foundation for developing intercultural competence, which is increasingly crucial in today's globalized world. Moreover, Hall's concepts have been adapted to

modern contexts, including the use of digital media and computer-mediated communication. This adaptation demonstrates the flexibility and enduring relevance of his ideas in contemporary settings Stockwell (2013)

Not only context, Martin and Nakayama (2022) emphasize that ambiguity, language differences, and variations in dialect when expressing emotions are also become key factors contributing to conflicts in intercultural communication. These elements may lead to misunderstandings, misinterpretations, and barriers in establishing effective working relationships in multicultural environments.

II.1.4 Hofstede's Culture Dimension

Hofstede (2010) divides dimensions of culture into six categories

a. Power Distance

Power Distance can be defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally (Hofstede et al., 2010) This dimension is rooted in the inequality inherent in society, where some individuals are perceived as bigger, stronger, or smarter than others, earning them more status and respect. The variation in Power Distance is influenced by several factors, including history, culture, social structure, and the values upheld within a society. Power Distance refers to how much society's members accept and expect unequal distribution of power in institutions or organizations.

This dimension illustrates dependence relationships. In small-power-distance organizations, there is limited dependence of subordinates on bosses, and a preference for consultation. Emotional distance is relatively small, enabling subordinates to easily approach and contradict their bosses. Superiors and subordinates view each other as existentially equal, and hierarchical systems are seen merely as role-based inequalities. Organizations are usually decentralized, with

accessible leaders, and subordinates expect to be consulted before decisions affecting their work are made—though they accept that final decisions rest with the boss.

In large-power-distance organizations, superiors and subordinates see each other as existentially unequal. Power is highly centralized in the hands of a few individuals, and subordinates expect to be told what to do. Relationships between superiors and subordinates are often emotionally charged. Subordinates either prefer such dependence or reject it completely, which may manifest as counter-dependence (dependence with a negative connotation). The emotional distance between subordinates and superiors is relatively large, making it unlikely for subordinates to approach or contradict their bosses directly. Here are the key differences between small and large power distance in the workplace:

Table II.1 Hofstede Key Differences of Small & Large Power Distance in Workplace

Small Power Distance	Large Power Distance
Hierarchy in organizations means an inequality of roles, established for convenience.	Hierarchy in organizations reflects existential inequality between higher and lower levels.
Decentralization is popular	Centralization is popular
There are fewer supervisory personnel	There are more supervisory personnel.
There is a narrow salary range between the top and bottom of the organization.	There is a wide salary range between the top and bottom of the organization.
Managers rely on their own experience and on subordinates	Managers rely on superiors and on formal rules.

Subordinates expect to be consulted.	Subordinates expect to be told what to do
The ideal boss is a resourceful democrat	The ideal boss is benevolent autocrat, or “good father”
Subordinate-superior relations are pragmatic	Subordinate-superior relations are emotional
Privileges and status symbols are frowned upon.	Privileges and status symbols are normal and popular.
Manual work has the same status as office work	White collar jobs are valued more than blue collar jobs.

b. Collectivism vs Individualism

According to Hofstede (2010), Individualism pertains to societies where the ties between individuals are loose, and everyone is expected to look after themselves and their immediate family. Collectivism, as its opposite, refers to societies where individuals, from birth, are integrated into strong, cohesive in-groups that continue to protect them throughout their lifetimes in exchange for unquestioning loyalty.

In individualistic cultures, people tend to prioritize personal interests and the interests of their immediate (nuclear) family. Values such as individual freedom, independence, and personal responsibility are strongly emphasized. In these societies, personal identity is considered more important than group identity.

In collectivist cultures, individuals prioritize the interests of the group over their personal interests. The group—whether it is the extended family, community, or organization—becomes the center of identity and loyalty. Values such as harmony, solidarity, and collective responsibility are highly emphasized. Here are the key differences between collectivist and individualist in the workplace:

Table II.2 Hofstede Key Differences of Collectivism and Individualism in Workplace

Collectivist	Individualist
Employees are members of in groups who will pursue their in-group's interest	Employees are "economic men" who will pursue the employee's interest if it coincides with their self-interest
Hiring and promotion decisions take an employee's in-group into account.	Hiring and promotion decisions are supposed to be based on skills and rules only.
The employer-employee relationship is basically moral, like a family link.	The employer-employee relationship is a contract between parties on a labor market.
Management is management of groups.	Management is management of individuals.
Direct appraisal of subordinates spoils harmony.	Management training teaches the honest sharing of feelings.
In-group customers get better treatment (particularism)	Every customer should get the same treatment (universalism)
Relationship prevails over task	Task prevails over relationships.

c. Masculinity vs Femininity

Hofstede (2010) explained that a society is considered masculine when emotional gender roles are clearly distinct: men are expected to be assertive, tough, and focused on material success, while women are expected to be modest, tender, and more concerned with the quality of life. On the other hand, a society is described as feminine when emotional gender roles overlap, with both men and women being expected to be modest, tender, and focused on the quality of life.

All human societies consist of men and women, who are biologically distinct, yet their roles in society are often shaped by cultural norms. While men are typically taller and stronger on average, this is not universal, as some women may also exhibit these traits. Similarly, women generally have greater finger dexterity and faster metabolisms, but these characteristics can also be observed in some men. In social sciences, masculine and feminine roles are considered culturally determined and relative; for instance, a man can exhibit feminine behaviors, and a woman can exhibit masculine traits.

In the workplace, the masculinity and femininity dimension significantly influence how industrial conflicts are addressed. In masculine cultures, there is a tendency to resolve conflicts through confrontation, with the belief that the strongest party should prevail. Conversely, in feminine cultures, conflicts are more often resolved through compromise and negotiation.

The industrial background of a country often shapes its masculinity or femininity. Masculine cultures are commonly found in countries with a strong manufacturing sector, particularly those focused on high-volume production. These cultures emphasize efficiency, speed, and high performance. On the other hand, feminine cultures often excel in service industries such as consulting, agriculture, and transportation, where cooperation and quality of life are prioritized.

The table on the following page highlights the key differences between feminine and masculine societies in the workplace.

Table II.3 Hofstede Key Differences of Masculinity and Femininity in Workplace

Feminine	Masculine
Management as menage: intuition and consensus.	Management as menage: decisive and aggressive.
Resolution of conflict by compromise and negotiation	Resolution of conflict by letting the strongest win.
Rewards are based on equality.	Rewards are based on equity.
Preference for smaller organizations.	Preference for larger organizations.
People work in order to live.	People live in order to work.
More leisure time is preferred over more money.	More money is preferred over more leisure time.
Careers are optional for both genders.	Careers are compulsory for men, optional for women.
There is a higher share of working women in professional jobs.	There is a lower share of working women in professional jobs.
Humanization of work by contact and cooperation.	Humanization of work by job content enrichment.
Competitive agriculture and service industries.	Competitive manufacturing and bulk chemistry.

d. Avoidance of Uncertainty

All human beings must face the reality that the future is uncertain, and we cannot predict what will happen tomorrow. Despite this uncertainty, life must go on. Extreme ambiguity often leads to intolerable anxiety, manifesting as a general sense of unease and concern about potential future events.

According to Hofstede (2010), uncertainty is not only a personal experience but can also be collectively shared within a society. These feelings of uncertainty are acquired and learned, forming part of a society's cultural heritage. They are transmitted and reinforced through fundamental institutions such as family, education, and government.

To cope with uncertainty, societies have developed various mechanisms in the domains of technology, law, and religion. Technology helps mitigate uncertainties related to nature, laws and regulations provide structure to reduce unpredictability in human behavior, and religion offers comfort in the face of uncertainties that cannot be controlled, sometimes even providing the ultimate assurance of life after death or victory over adversaries.

In workplaces that emphasize uncertainty avoidance, there are more formal laws and informal rules governing the rights and responsibilities of employers and employees. These organizations also implement internal regulations to structure work processes. A workplace with a high level of uncertainty avoidance tends to emphasize precision, formalization, and a strong reliance on expertise. Such organizations often employ a greater number of specialists to ensure operational stability.

The table on the following page presents the key differences between weak and strong uncertainty avoidance in workplaces and organizations.

Table II.4 Hofstede Key Differences of Weak and Strong Uncertainty Avoidance in Workplace

Weak Uncertainty Avoidance	Strong Uncertainty Avoidance
More change of employer, shorter service.	Fewer change of employee, longer service.
There should be no more rules than strictly necessary.	There is an emotional need for rules, even if these will not work.
Hard working only when needed.	There is an emotional need to be busy and an inner urge to work hard.
Time is a framework of orientation	Time is money.
There is tolerance for ambiguity and chaos.	There is a need for precision and formalization.
Belief in generalists and common sense.	Belief in experts and technical solutions.
Top managers are concerned with strategy.	Top managers are concerned with daily operations.
More new trademarks.	Fewer new trademarks.
Focus on the decision process.	Focus on decision content.
Intrapreneurs are relatively free from rules.	Intrapreneurs are constrained by existing rules.
There are fewer self-employed people.	There are more self-employed people.
Better at invention, worse at implementation.	Worse at invention, better at implementation.
Motivation by achievement and esteem of belonging.	Motivation by security and esteem or belonging.

e. Long-term or short-term orientation

Long-Term Orientation (LTO) emphasizes the cultivation of virtues directed towards future rewards, particularly perseverance and thrift. Conversely, Short-Term Orientation focuses on virtues tied to the past and present, including respect for tradition, maintaining "face," and fulfilling social obligations (Hofstede, 2010).

In a long-term-oriented environment, family and work are deeply interconnected. Values associated with LTO foster entrepreneurial activities, with perseverance being a critical trait for emerging entrepreneurs. A stable and harmonious hierarchy, along with complementary roles, simplifies entrepreneurial endeavors. Thrift promotes savings, creating capital that can be reinvested by individuals or their families.

In contrast, a short-term-oriented environment prioritizes personal steadiness and stability, which can discourage initiatives, risk-taking, and adaptability—traits essential for entrepreneurs in dynamic markets. An excessive focus on maintaining "face" and adherence to tradition can hinder innovation and progress in business operations.

In workplaces with high LTO, managers are provided with the time and resources needed to make meaningful contributions. Meanwhile, in short-term-oriented workplaces, immediate results, such as monthly, quarterly, or yearly outcomes, dominate priorities. Control systems focus on these short-term outcomes, and managerial performance is frequently evaluated based on them.

The table on the following page highlights the key differences between short-term and long-term orientations in business practices.

Table II.5 Hofstede Key Differences of Short-term and Long-Term Orientation in Workplace

Short-term orientation	Long-Term Orientation
Main work values include freedom, rights, achievement, and thinking for oneself.	Main work values include learning, honesty, adaptiveness, accountability, and self-discipline.
Leisure time is important.	Leisure time is not important.
Focus is on the bottom line.	Focus is on market position.
Importance of this year's profits.	Importance of profits 10 years from now.
Managers and workers are psychologically in two camps.	Owner-managers and workers share the same aspirations.
Meritocracy, reward by ability.	Wide social and economic differences are undesirable.

f. Indulgence vs Restraint

Indulgence and restraint dimension is about people's attitude toward happiness, pleasure, pleasure seeking, and toward the importance of fun, leisure, and entertainment in life. According to this framework, indulgence stands for a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun. Restraint stands for a society that controls gratification of needs and regulates it by means of strict social norms.

Societies with higher indulgence scores are associated with more declarations of happiness, perception of higher life control, higher importance of freedom of speech and leisure, and more likelihood to remember positive emotions. On the other hand, societies with lower scores on indulgence are associated with a perception of helplessness,

less importance of freedom of speech, less importance of leisure, less likelihood of remembering positive emotions, lower birthrates, less involvement in sports, fewer obese people, higher numbers of police officers per 100, 000 inhabitants.

The table below highlights the key differences between indulgences and restraints societies.

Table II.6 Hofstede Key Differences of Indulgence and Restraints

Indulgence	Restraint
Higher percentage of very happy people	Lower percentage of very happy people
A perception of personal life control	A perception of helplessness: what happens to me is not my own doing
Freedom of speech seen as important	Freedom of speech is not a primary concern
Higher importance of leisure	Lower importance of leisure.
More likely to remember positive emotions	Less likely to remember positive emotions.
Less moral discipline	Moral Discipline
Positive attitude	Cynicism
More extrovert personality	More neurotic personality
Higher optimism	More pessimism
Email and the internet are used for private contact	Fewer email and internet contact with foreigner.

Loosely prescribed gender roles	Strictly prescribed gender roles
Smiling as a norm	Smiling as suspect

II.1.5 Lewis's Culture Dimension

According to Lewis (2006), culture needs to be categorized because it enables us to predict cultural behavior, clarify why people act in certain ways, avoid giving offense, seek unity, standardize policies, and perceive structure. Lewis categorizes cultures into three types:

a. Linear Active Culture

Linear Active Cultures focus to do one thing at time with a structured and organized approach. People in these cultures plan meticulously, follow schedules, and prefer direct communication. They believe this approach enhances efficiency and productivity. Linear-Active Cultures are typically individualistic and can separate personal and professional matters effectively.

b. Multi Active Culture

Multi-Active Cultures are highly flexible, often engaging in multiple tasks simultaneously in an unstructured manner. People from these cultures prioritize relationships over strict schedules and are less concerned with punctuality. They prefer to conclude conversations completely, as they consider human interactions a valuable use of time.

c. Reactive Culture

Reactive, or listening culture, rarely initiate action or discussion; instead, they prefer to listen first, understand the other party's position, and then respond carefully. They focus intently on the speaker, avoid interrupting, and consider silence a sign of respect. Reactive individuals do not reply immediately; instead, they take time to reflect before responding to ensure their words carry proper weight and deference.

People in these cultures are often introverted and skilled in non-verbal communication. Their preferred communication style follows the pattern of monologue – pause – reflection – monologue, where they acknowledge the speaker's words through subtle cues and respectful inquiries.

Based on these three cultural categories, Lewis compares their common traits through the table below:

Table II.7 Common Traits of Lewis's Categories of Culture

Linear Active	Multi Active	Reactive
Introvert	Extrovert	Introvert
Patient	Impatient	Patient
Quiet	Talkative	Silent
Minds own business	Inquisitive	Respectful
Likes privacy	Gregarious	Good listener
Plans ahead methodically	Plans grand outline only	Looks at general principle
Does one thing at a time	Does several things at once	Reacts
Works fixed hours	Works any hours	Flexible hours
Punctual	Not punctual	Punctual
Dominated by timetables and schedules	Timetable unpredictable	Reacts to partner's timetable
Compartmentalizes projects	Let one project influence other	Sees whole picture
Sticks to plans	Changes plans	Make slight changes
Sticks to facts	Juggles facts	Statements are promises.
Get information from statistics, reference books, database, internet	Get first hand (oral) information	Uses both first hand and researched information.
Job oriented	People oriented	People oriented
Unemotional	Emotional	Quietly caring
Works within department	Gets around all departments	Considers all departments.
Accepts favors reluctantly	Seeks favors	Protect face of other
Delegates to competent colleagues	Delegates to relations	Delegates to reliable people

Completes action chains	Complete human transactions	Reacts to partner
Likes fixed agendas	Interrelates everything	Thoughtful
Brief on telephone	Talks for hours	Summarizes well
Uses memoranda	Rarely writes memos	Plans slowly
Respects officialdom	Seeks out (top) key persons	Ultra honest
Dislikes losing face	Has ready excuses	Must not lose face
Confronts with logic	Confronts emotionally	Avoid confrontations
Limited body language	Unrestricted body language	Subtle body language
Rarely interrupts	Interrupts frequently	Doesn't interrupt
Separate social/professional	Interweaves social/professional	Connects social and professional

II.1.6 Work Ethic

According Hartman, *et al* (2018), Ethic derived from the Greek word *ethos* which refers to values, norms, beliefs, and expectation that determine how people within the culture live and act. Ethic steps back from such standard for how people “do” act, and reflects on the standard by which people should live and act.

According to the Webster's New World Dictionary (2004), *ethos* is defined as a tendency or character; an attitude, habit, or belief that distinguishes an individual or group. Thus, *ethos* is fundamentally associated with Ethic.

Considering the similar definitions of culture and Ethic, where both shape a person's way of thinking, principles, beliefs, and unique habits in relation to others or a group, it can be concluded that culture plays a vital role in shaping the work ethic of individuals and groups. As a shared value system within a society, culture influences one's perspective on work, motivation to work, discipline, decision-making, and even the relationship between superiors and subordinates.

Furthermore, work ethic is a unique response of an individual, group, or society toward life. This response arises from internalized beliefs, which then form habits or work character within a person or community (Sinamo,

2011). In essence, work ethic reflects an internal drive that motivates someone to behave and act according to the best values in their work, for the sake of a broader purpose. Work ethic also includes a system of values that underpins or guides a person's orientation in carrying out tasks and responsibilities.

Miller et al. (2002) identify seven dimensions of work ethic as below:

- a. centrality of work, the belief that work itself is important as a main activity in the life of a person,
- b. selfreliance, representing the individual's vigor toward independence,
- c. hard work, the belief that a sustained level of work is the best way to achieve a feeling of accomplishment,
- d. leisure, beliefs and attitudes regarding the relevance of non-work activities,
- e. morality-ethic, believing in a just and moral existence,
- f. delay of gratification, the capacity to delay rewards until a later date,
- g. wasted time, the consciousness of the value of time.

II.1.7 Previous Research

Table II.8 Previous Research

Authors & Year	Shimoda (2011)	Santi (2020)	Sitepu et al (2021)	Okamoto & Teo (2011)	Koyama (2022)
Title	From the Porous Spaces on the Bubble: The Life and Work of Japanese Expatriate Employees in Indonesia and their Relations with the Host Society	Cross-Cultural Conflict in A Multinational Company (Case of Japanese Company in Indonesia)	Intercultural Communication Between Japanese Expatriate and Indonesian Local Workers	Convergence and Divergence of Role Stress Experience of Locally Hired Japanese and Non-Japanese Host Country Staff: A Qualitative Study	Mutual Learning between Japanese Managers and Foreign Subordinates: Enablers for Middle-Up-Down Management under Role Definition Flexibility at Japanese Headquarters
Research Question	How do Japanese expatriate employees and Indonesian host national employees manage differences and find common ground in their daily work interactions within transnational corporate spaces?	How do cultural differences between Japanese management and Indonesian employees cause conflicts in a Japanese multinational company operating in Indonesia?	• What problems do Japanese expatriate workers (PEJ) and Indonesian local workers (PLI) encounter in communication at work? • What communication strategies do they use to respond to those problems?	• What are the reasons of work stress felt by locally hired Japanese (LJ) employee and non-Japanese (NJ) employee in Japanese Companies in Australia? • What strategies can organization can implement to reduce the work stress of both LJ and NJ?	How can Japanese managers change their mindset and behaviors to effectively manage foreign subordinates?

Current Situation	• Face language barriers and cultural misunderstandings. • Experience organizational and social segregation. • Have different working styles, paces, and job statuses (temporary vs. permanent). • Develop only weak interpersonal ties and lack deep trust or emotional connection.	• PT Hanwa Indonesia operates with a mix of Japanese expatriate managers and Indonesian employees. • Cultural differences based on Hofstede's dimensions (e.g., power distance, uncertainty avoidance, individualism/collectivism, masculinity/femininity) cause misunderstandings and work conflicts. • Management expectations (initiative, punctuality, competitiveness) clash with employee behavior (waiting for instructions, flexible time management, group-oriented mindset).	• Friction and conflicts happen due to cultural differences, language barriers, and different work styles between Japanese expatriates and Indonesian local workers. • 80% of Japanese workers feel it is hard to work with Indonesians; many issues come from miscommunication and misunderstandings.	This research examines the role stress experienced by locally hired Japanese (LJ) and Non-Japanese (NJ) employees in Japanese company in Australia. It explores the impact of cross-cultural understanding on role stress. Both LJ and NJ face role ambiguity because of language barrier and information shortage, they also face role conflict, because they feel that they were not given full participation in decision making. And for LJ staff, they feel role overload because they have to work in Japanese manners despite of Australian environment, they also feel NJ local staffs are lack of commitment.	Japanese company struggle with cross-cultural management while there is an increasing number of foreign workers. Japanese management rely on homogeneity, implicit communication, and flexible role definition which lead to miss-communication, exclusion, and low integration of foreign workers. As a result, foreign workers often feel excluded, lack motivation, and struggle to integrate into the company culture, reducing their potential contribution to innovation and productivity.
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Ideal Situation	• Communication flows smoothly and information is equitably shared. • Cultural differences are understood and respected. • Both groups engage in meaningful collaboration, with trust and mutual learning. • Weak ties are strengthened, leading to sustainable transnational relationships beyond the workplace.	• Smooth intercultural communication where both Japanese and Indonesian staff understand and respect each other's cultural differences. • Japanese managers adapt leadership styles that fit Indonesian culture, and Indonesian employees adapt work habits to meet Japanese expectations. • Reduced conflict, higher productivity, and better collaboration across cultural backgrounds.	• Japanese expatriates and Indonesian workers can communicate smoothly and understand each other's cultural expectations. • Both groups should have high cultural intelligence and adapt their communication styles to work better together. • A harmonious work environment is created, boosting collaboration and productivity.	Both LJ and NJ expect the communication between Japanese Expatriates, LJ, and NJ is smooth, clear, and transparent so they can meet mutual understanding. Fair work volume between LJ and NJ	Inclusivity in Japanese companies with foreign workers will support foreign workers to integrate successfully into Japanese companies while maintaining their skills and perspective.
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Thesis/ Methods (Data Collection & Analysis)	Methodology: • Ethnographic fieldwork in two Japanese companies in Indonesia (Jakarta & Makassar). • Participant observation, semi-structured interviews, and surveys. • Focused on lived experiences and interpersonal interactions in the office. Data Analysis: • Based on Granovetter's theory of weak ties. • Explored networks, cultural negotiation, and mediator roles within the company. • Examined how employees dealt with openness vs. closure in work and relationships.	Methodology: Data Collection: Primary: In-depth interviews with 2 informants (Japanese Marketing Director and Indonesian Manager).Secondary: Literature studies from journals, books, and previous research. Data Analysis: Descriptive qualitative approach using the interpretative paradigm, focusing on the subjective experiences of the workers.Framework: Hofstede's cultural dimensions.	Methodology: Data Collection:Open-ended questionnaire (Google Form), sent to 41 participants (26 Indonesians and 15 Japanese). Data Analysis: Descriptive qualitative analysis using content analysis.Responses were categorized into themes (language behavior, cultural differences, foreign language problems, etc.).	Methodology: Qualitative Research Data Collection:In-depth Interview with 68 employees of 25 Japanese companies in Australia. It contains of 31 Japanese expatriates, 14 LJ staffs, and 23 NJ Staffs. Data Analysis: Qualitative content analysis. Data was coded and grouped according to the patterns of participant responses, and compare the contrast experiences between LJ and NJ to determine the impact of cross-cultural understanding.	Methodology: Qualitative Research Data Collection: Interview to 10 pairs of Japanese managers and their foreign subordinates from seven large Japanese companies. Data Analysis: Qualitative data and transcript were coded manually to find recurring themes.
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Contribution	• Highlights the "invisible" everyday tensions in multicultural office environments. • Brings Indonesian host national employees into the center of academic and business studies — a group often ignored. • Challenges the notion that Japanese expatriates live entirely in a "bubble". • Introduces the idea of "porous spaces" where weak ties allow some level of meaningful cross-cultural interaction.	• Provides a case study showing how Hofstede's dimensions apply in real corporate settings, especially in Japan-Indonesia relations. • Gives insight for multinational companies on the importance of cultural sensitivity in human resource management and leadership style adaptation. • Helps build awareness among both Japanese managers and Indonesian employees about the impact of cultural values in daily operations.	• Indonesian workers and Japanese expatriates can prepare themselves better by understanding potential communication problems. • Universities or training centers can design better programs to equip graduates with both language skills and cultural understanding. • Japanese companies can improve HR practices by recognizing cultural issues and offering cultural adaptation training for both sides.	Enrich the study of cultural understanding in international business context. Help Japanese companies to improve HR strategies for manage expatriates and local employee in cross-cultural context.	Introduces a cultural synergy framework in the context of Japanese Human Resources Management of integrating foreign employee. Provides strategies for Japanese company to enhance cross cultural leadership, managing and workplace diversity.
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Solution	• Recognize and support “mediator roles” (staff who can bridge cultural/organizational gaps). • Create formal and informal spaces for cross-cultural communication and shared reflection. • Provide language and cultural training for both Japanese and Indonesian employees. • Develop organizational practices that acknowledge and accommodate different work styles and time expectations.	• Training programs for both Japanese and Indonesian employees on cross-cultural communication. • Leadership adaptation: Japanese managers need to adjust expectations and mentor Indonesian employees to develop more initiative gradually. • Policy adjustments to find a balance between strictness and flexibility in management practices (e.g., setting clear rules but offering some flexibility). • Ongoing intercultural dialogue within the company to foster understanding and trust.	• Increase cultural intelligence:Both sides must learn about each other's cultures and work behaviors. • Use convergence communication strategies:Adapt communication to bridge differences rather than emphasize them. • Strengthen personal relationships:Casual conversations and mutual understanding outside work tasks are encouraged. • Avoid divergence strategies:Don't create distance by rigidly sticking to one’s own culture or communication style.	Increase cultural training for both cultures.Improve information sharing to be clearer and more transparent.Balance work expectation to align better with local cultural norms.Involve local staff on every decision-making process.	This research proposes a cultural synergy model to bridge the gap between Japanese managers and foreign employee through recognizing challenges, mutual learning, behavioral adaptation, and inclusive leadership.
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Research on cross-cultural communication between Japanese expatriates and local employees (both Indonesian and Australian) highlights persistent challenges in managing multicultural workplaces. Several studies reveal that despite globalization efforts, Japanese companies still struggle with cultural integration, communication barriers, and workplace stress among diverse employees.

One of the dominant issues is language barriers combined with cultural misunderstandings. Japanese expatriates and local workers often experience difficulties in sharing information effectively, which leads to organizational segregation, weak interpersonal ties, and even conflicts. These challenges are rooted in fundamental cultural differences, as seen through Hofstede's dimensions, such as high-power distance and uncertainty avoidance. Japanese managers typically expect high initiative, punctuality, and competitiveness, while local employees, particularly Indonesians, often show stronger group-oriented behavior, flexible time management, and a preference for clear instructions. These differences create friction when not properly managed.

In multicultural settings, both Japanese expatriates and locally hired employees experience role stress. Locally hired Japanese (LJ) and non-Japanese (NJ) employees working in Japanese companies in Australia report feelings of role ambiguity, role conflict, and role overload. LJ employees particularly struggle with reconciling Japanese work expectations within an Australian cultural environment, while NJ employees often feel excluded from decision-making processes, exacerbating stress and dissatisfaction.

Moreover, organizational reliance on implicit communication, flexible role definitions, and assumptions of cultural homogeneity by Japanese managers often alienates foreign workers. As a result, foreign subordinates may feel excluded, undervalued, and unmotivated, limiting their contribution to organizational innovation and productivity.

The researchers in these studies used qualitative methods, conducting semi-structured interviews with individuals from the involved cultures, followed by a comparative cultural analysis. Based on the interview data and analysis, the proposed solutions from these studies include fostering open communication to ensure transparency, involving all employees in decision-making, and balancing work expectations between different cultural backgrounds. Ultimately, this approach aims to create a harmonious and inclusive work environment that fosters employee productivity and performance.

II.2 Conceptual Framework

Hofstede et al. (2010) divides dimensions of culture into six categories as Power Distance, Collectivism vs Individualism, Masculinity vs Femininity, Uncertainty Avoidance, Long Term vs Short Term Orientation, and Indulgence vs Restraints. This research will focus on Power Distance and Uncertainty Avoidance. This research focuses specifically on two dimensions of Hofstede's cultural framework: Power Distance and Uncertainty Avoidance, in alignment with the business issues discussed in Chapter I. These dimensions are selected based on the characteristics of Japanese expatriates at PT. IndoJapan Steel Center, who highly value organizational hierarchy and structured communication flow. Moreover, the expatriates tend to exhibit a strong need for clarity, often demonstrated through asking highly detailed questions to their team members. This behavior indicates a potential for cultural clashes with local Indonesian employees, who may hold different values and working styles.

Based on the business issues, theoretical foundation, and previous research, researchers make the conceptual framework as figure on the following page.

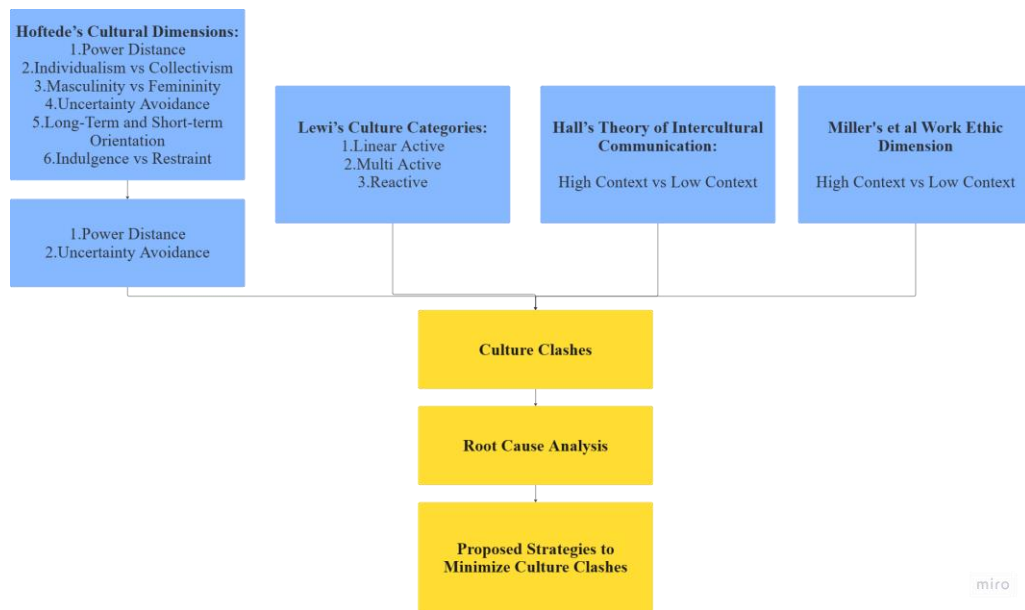


Figure II.1 Conceptual Framework

Chapter III Research Methodology

According to Cresswell (2013), qualitative research is necessary when researchers aim to understand individual perspectives, explore complex issues, gain in-depth insights, remain flexible in research situations, and develop new theories. This approach is highly relevant to this study, as it focuses on cultural dimensions and cross-cultural clashes or conflicts, which are heavily influenced by subjective and social factors. To carry out qualitative research, it is necessary to select respondents, venues and data careful and appropriately to produce unbiased results, the researchers cannot choose random sampling and do not require a large number of respondents. (Cresswell, 2013)

In accordance with the aim of this research, the researcher needs to adopt an exploratory study and gain an in-depth understanding of personal experiences and individual perceptions regarding cross-cultural conflicts. Interviews will allow respondents to express their feelings, challenges, and strategies for handling conflicts, which cannot be directly observed by the researcher. Interviews also enable the researcher to adjust questions and explore deeper based on respondents' answers. If new insights emerge, the researcher can immediately ask follow-up questions to gain a richer understanding. Based on these reasons, the researcher decided to use qualitative methods with interviews instead of surveys, as surveys rely on closed-ended questions that may limit respondents' answers.

Qualitative interviews can be conducted face-to-face or by telephone (Cresswell, 2013). However, with technological developments, interviews can also be conducted via online or web meetings which are more convenient for both researchers and respondents. The advantage of interviews is that respondents can explain in detail about historical experiences and researchers can control over the line of questioning.

III.1 Research Design

In the first stage, the researcher analyzes the business issue to understand the context of cultural clashes within the company and what each culture experiences. After that, the researcher defines the primary focus of the research, identifies supporting theories, and establishes a predetermined theoretical framework using Hofstede's Cultural Dimensions, Hall's Intercultural Communication Theory, and Lewis' Cultural Categories.

The next step is collecting data by conducting interviews with stakeholders based on the established theoretical framework, followed by a comparative analysis of the data obtained from both Japanese and Indonesian respondents.

After performing the required analysis, the researcher summarizes the research findings and then develops solutions that will support an implementation plan to be proposed to the company. The flow of the research design is figured by below picture.

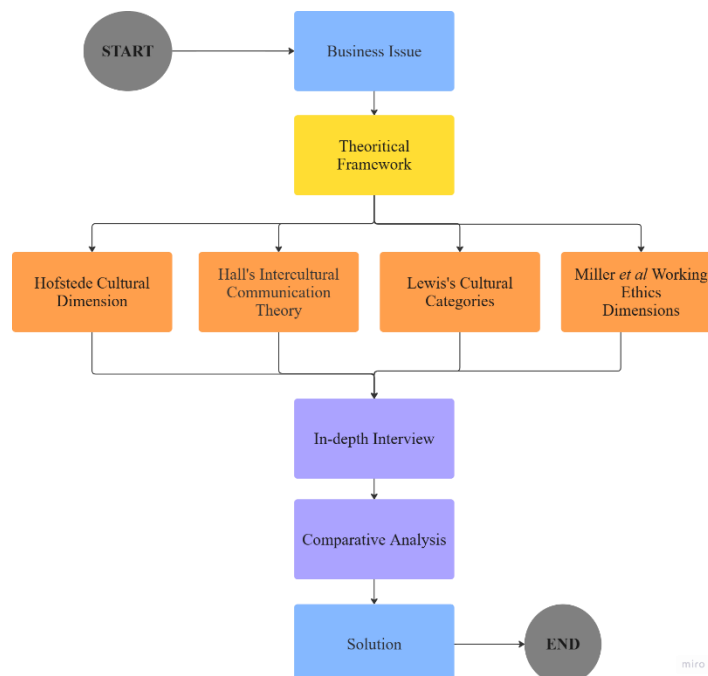


Figure III.1 Research Design

III.2 Data Collection Method

This research utilizes in-depth interviews to extract valuable insights within the context of cultural differences from selected respondents. The interview process involves engaging participants through open-ended questions and discussions, allowing for a nuanced exploration of their perspectives, experiences, and opinions related to the research subject. The interviews are conducted using a semi-structured approach to ensure that the data collected remains focused and does not deviate from the context and producing targeted and relevant findings.

From a total population of 94 employees (92 Indonesian, 2 Japanese expatriates), the researcher purposively selected 7 key informants who represent critical departments, positions, and levels of hierarchy. The selection was based on their intensive interactions across cultural contexts, ensuring rich and relevant data for analyzing the cultural clash phenomenon.

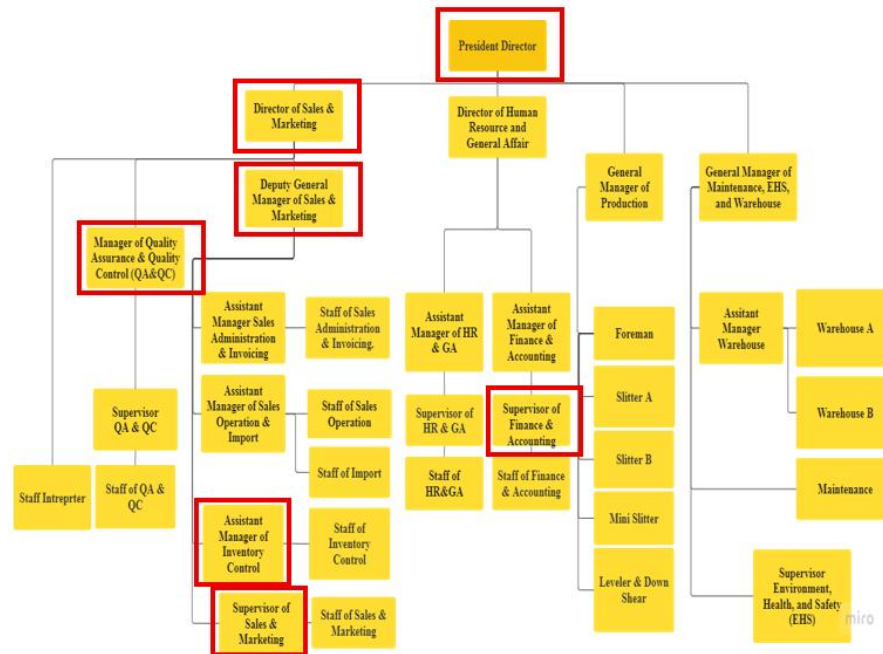


Figure III.2 Selected Respondents

Below are the respondents' profile for this research:

Table III.1 Respondents Profile

No	Name	Position	Profile
1.	Mr. Nishiyama	President Director	He was assigned to PT. IndoJapan Steel Center in 2018 as the Sales & Marketing General Manager, which allowed him to gain a deep understanding of the sales situation and the dynamics of steel import regulations in Indonesia. After being promoted to President Director, he also focused on and showed concern for financial reports and cash flow, aligning with his background as a Finance & Accounting expert.
2.	Mr. Tsukuda	Director of Sales & Marketing	He was assigned to IJSC in 2022 as the Sales & Marketing General Manager, which made him focus on sales volume, marketing activities, customer relationships, and billing & collection. In 2024, a change in the organizational structure made him responsible for handling material quality issues.

3.	Ms. Evi	Finance & Accounting Supervisor	Joining IJSC in 2013 makes her one of the most experienced employees in the company. She began her career as a Finance and Accounting staff member. Due to her long tenure, she has gained extensive knowledge and experience, particularly in the finance and accounting department. This has led to frequent interactions with the President Director.
4.	Mr. Rangga	Deputy General Manager of Sales & Marketing	He joined IJSC in 2015 as a Sales & Marketing Manager. His current position as Deputy General Manager makes him a key figure in IJSC's sales success. He is also assigned as the AEO (Authorized Economic Operator) Manager, an internationally recognized certification for entities that are efficient, compliant, and secure in the customs supply chain. Due to his critical role, he frequently interacts with Mr. Tsukuda and Mr. Nishiyama.
5.	Mr. Fajar	Inventory Control Assistant Manager	He joined IJSC in 2012 and started his career as a Production Planning and

			Inventory Control Supervisor. He is one of the most senior employees in the company, having joined even before the company began its operations. Currently, in his role as Inventory Control Assistant Manager, he communicates intensively with Mr. Nishiyama and Mr. Tsukuda to report on the status of goods delivery and receipt, shipment volume, production volume, and stock movement in the warehouse.
6.	Mr. Joko	Quality Control & Assurance Manager	Joining IJSC in 2014, he began his career as a Quality Control and Assurance Assistant Manager. The organizational restructuring in 2024 moved this division from the Production Department to the Sales & Marketing Department. He frequently engages in discussions with Mr. Tsukuda regarding the quality of materials from overseas.
7	Mr. Arief	Sales & Marketing Supervisor	He joined IJSC in 2017 as a Sales & Marketing Staff. His experience and long tenure in the company led to his

			promotion to Supervisor in 2024. Most of his customers are Japanese, and he manages two of the company's five largest customers. This role requires him to interact intensively with Mr. Tsukuda to discuss strategies for maintaining strong relationships with the customers.
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The interviews were conducted with two Japanese expatriates who hold important roles in the company, as well as with five local Indonesian employees who maintain intensive communication with the Japanese expatriates.

For the Indonesian respondents, I selected the Deputy General Manager of Sales & Marketing because of his intensive daily communication with the Sales Director, who acts as his direct supervisor, as well as with the President Director, who is also responsible for overseeing customs and import controls. In addition, I selected the Quality Assurance & Control (QA/QC) Manager due to his direct working relationship with the Sales Director.

The Assistant Manager of Inventory Control was chosen as a respondent because he is the longest-serving Indonesian employee in the company. He has an in-depth understanding of the company's operations and is frequently consulted by the Japanese expatriates for various discussions.

To obtain more comprehensive results and broader perspectives, the researcher also included respondents from non-managerial positions,

namely a Sales Supervisor and a Sales & Accounting Supervisor. Although they do not report directly to the Japanese expatriates, they frequently interact and discuss work-related matters with them. Moreover, the Sales Supervisor is responsible for managing several Japanese customers who account for a significant portion of the company's top five sales volumes.

I did not select respondents from the Production Department because this team does not communicate intensively with the Japanese expatriates, even though they formally report directly to the President Director. Additionally, the department has two bicultural and bilingual staff members, which helps maintain a more stable environment with minimal cultural conflict.

The interview conducted in Bahasa Indonesia for Indonesian Employee and in English for Japanese Expatriates. The interview will not be conducted in English for Indonesian employees to ensure that the researcher fully understands the explanations provided by the Indonesian respondents. The research questions are structured as shown in the table on the next page:

Table III.2 Interview Questions

No	Question (for Indonesian Employee)	Question (for Japanese Expatriates)
	Questions about Culture Clash	
1	Apakah anda pernah mengalami benturan budaya dengan Ekspatriat dari Jepang?	Have you ever experienced a cultural clash with Indonesian employee?
2	Bisakah anda menceritakan secara detail kasus benturan budaya tersebut?	Could you describe in detail the case of that cultural clash?
3	Apa dampak dari benturan budaya tersebut? Adakah pengaruhnya terhadap diri anda secara personal ataupun kerja sama tim?	What were the impacts of the cultural clash? Did it affect you personally or your teamwork?
4	Bagaimana cara anda menyelesaikan benturan budaya tersebut?	How did you resolve the cultural clash?
5	Apa harapan dan ekspektasi anda terhadap Ekspatriat Jepang dan sesama Karyawan Lokal untuk mengurangi resiko benturan budaya?	What are your hopes and expectations for both Japanese Expatriate and Indonesian employee to reduce the risk of cultural clashes?

Questions about Intercultural Communication		
6	Dapatkah anda menceritakan bagaimana alur komunikasi dalam perusahaan?	Could you describe the communication flow within the company?
7	Bagaimana tanggapan anda mengenai pentingnya hirarki dalam alur komunikasi?	What is your opinion on the importance of hierarchy in communication flow?
8	Bagaimana Anda menggambarkan gaya komunikasi yang biasa anda lakukan, baik dengan Ekspatriat Jepang dan Karyawan Indonesia?	How would you describe the typical communication style you experience at work for both with Japanese Expatriate and Indonesian Employee?
9	Menurut anda, bagaimana para Ekspatriat Jepang di biasanya mengelola percakapan?	How do you think of Indonesian employee typically manage the conversations?
10	Bagaimana anda dan Ekspatriat Jepang biasanya menghadapi instruksi yang ambigu atau situasi yang tidak jelas?	How do you and the Indonesia Employees usually deal with ambiguous instructions or unclear situations?
11	Bagaimana pendapat anda mengenai perbedaan gaya komunikasi dan pengaruhnya terhadap hasil kerja atau kerja sama tim?	What do you think about the differences in communication styles, and how do they affect work outcomes or teamwork?
12	Bagaimana Anda dan Ekspatriat Jepang biasanya menjaga keharmonisan dan menangani ketidaksetujuan/ konflik dalam percakapan?	How do you and Indonesian Employee usually maintain harmony and handle disagreements or conflicts in conversations?
13	Menurut Anda, apakah di tempat kerja komunikasi lebih banyak fokus pada tugas dan pekerjaan, atau juga membangun hubungan dan suasana kerja yang akrab?	In your opinion, is communication in the workplace more focused on tasks and work, or also on building relationships and a friendly work atmosphere?
14	Menurut Anda, apa kunci utama untuk mendapatkan komunikasi yang efektif dengan Ekspatriat Jepang?	In your opinion, what is the key to have effective communication with Indonesian employee?
15	Apa harapan anda, baik untuk Ekspatriat Jepang ataupun perusahaan untuk mengurangi konflik dari perbedaan gaya komunikasi?	What are your expectations—both for Japanese expatriates and the company—to reduce conflicts caused by differences in communication styles?
Question about Work Ethic		
16	Bagaimana anda melihat pentingnya pekerjaan dalam hidup anda?	How important is work in your life?
17	Seberapa penting nilai kejujuran dan tanggung jawab moral untuk Anda?	How important are honesty and moral responsibility for you?

18	Bagaimana pandangan anda mengenai aturan atau prosedur yang ada dalam perusahaan?	How do you perceive the rules and procedure in the company?
19	Apa yang akan anda lakukan ketos memiliki waktu luang saat bekerja?	What do you usually do when you have free time during work hours?
20	Apa arti kerja keras bagi anda?	What does hard work mean to you?
21	Bagaimana anda melihat pentingnya kemandirian saat bekerja?	How important is self-reliance to you when working?
22	Bagaimana anda melihat hasil jangka panjang dibandingkan kepuasan jangka pendek untuk karir anda?	How do you view long-term results compared to short-term satisfaction in your career?
23	Bagaimana cara anda mengelola tugas, jadwal, dan waktu anda secara efektif?	How would you manage your tasks, schedules and time effectively?
24	Bagaimana anda melihat etos kerja para Ekspatriat Jepang?	How do you perceive the work ethic of Indonesian Employee?
25	Menurut anda, bagaimana cara mengelola dan mengantisipasi konflik yang terjadi karena adanya perbedaan antara etos kerja Ekspatriat Jepang dan Karyawan Indonesia?	In your opinion, how can conflicts arising from differences in work Ethic between Japanese expatriates and Indonesian employees be managed and anticipated?

III.3 Data Analysis Method

Based on Creswell (2014) data analysis in qualitative research will proceed hand in hand with other parts of developing the qualitative study, namely, the data collection and the write-up of findings. There are six steps of data analysis as follow:

Step 1

Researcher need to prepare and organize the data for analysis. This involves transcribing interview, optimally scan materials, typing up field notes, cataloguing all visual material, and sorting and arranging the data into different types depending on the sources of information

Step 2

Read and look at all data. Find the general ideas, the tone of the ideas, the impression of overall depth, credibility, and the used of information.

Step 3

Start coding the data. Coding is the process of organizing the data by bracketing chunks or text segments and writing a word representing a

category in the margin. Give some attention to the types of codes to develop when analysing a text transcript or a picture. Creswell categorize three kind of codes as below:

- a. Codes on a topic that readers would expect to find, based on the past literature and common sense.
- b. Codes that are surprising and that were not anticipated at the beginning of the study
- c. Codes that are unusual, and that are, in and of themselves, of conceptual interest to readers.

In coding stage researcher can only develop codes on the basis of the emerging information collected from participant, or use predetermined codes and then fit the data to them, or combining both emerging and predetermined codes.

Step 4

Use the coding process to generate a description of the setting or people as well as categories or themes for analysis. Description involves a detailed rendering of information about people, places, or events in a setting. The themes or categories that appeared can be defined as major findings and often used as headings in the finding section.

Step 5

Advance how the description and themes will be represented in the qualitative narrative. The most popular approach is to use a narrative passage to convey the findings of the analysis. This might be a discussion that mentions a chronology of events, the detailed discussion of several themes (complete with subthemes, specific illustrations, multiple perspectives from individuals, and quotations) or a discussion with interconnecting themes.

Step 6

A final step in data analysis is making an interpretation or meaning of the data. This is the stage that researcher capture the essence of the idea and the lesson learned. These lessons could be the researcher's personal interpretation, couched in the understanding that the inquirer brings to the

study from own culture, history, and experiences. It could also be a meaning derived from a comparison of the findings with information gleaned from the literature or theories. In this way, authors suggest that the findings confirm past information or diverge from it. It can also suggest new questions that need to be asked—questions raised by the data and analysis that the inquirer had not foreseen earlier in the study. The questioning approach is also used in advocacy and participatory to qualitative research. Those six steps of data analysis are show on the figure below:

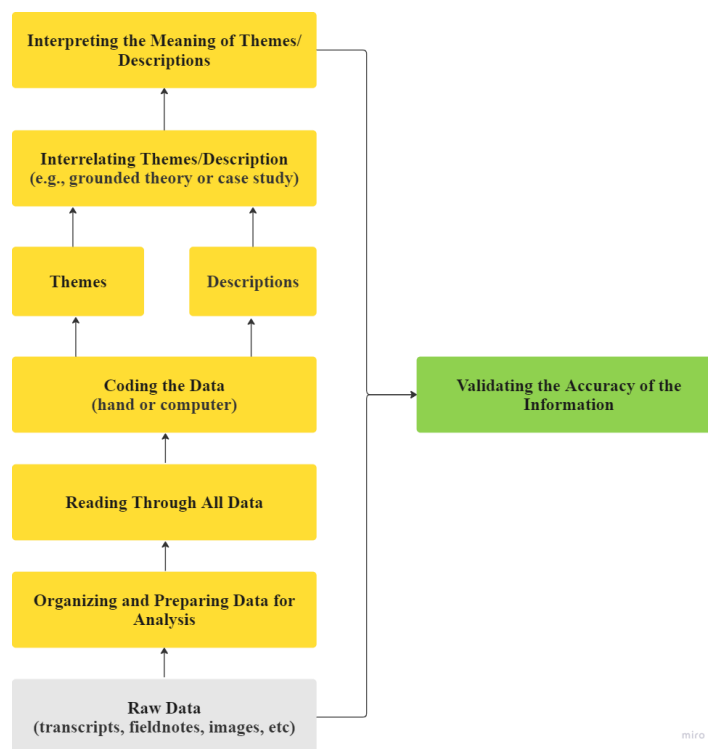


Figure III.3 Creswell's Data Analysis Steps

After conduct data analysis, researcher check the accuracy of findings for validity. Based on Cresswell (2013), validity is one of the strenght of qualitative research. This is based on determining whether the findings are accurate from the stand point of researcher, participants, or readers. Terms abound in the qualitative literature that address validity are trustworthiness, authenticity, and credibility. To check validity of the findings, researcher will conduct data triangulation. The researcher will compare research

findings with previous theory and research, and enrich the data by interviewing different data source to be examined and used or to build coherent justification for themes. For data triangulation researcher will interview Mr. Alvi, an Indonesian employee in Non-Manufacturing Japanese Steel Company located in Jakarta, and Mr. Matsumoto, a Japanese Expatriate, also in Non-Manufacturing Japanese Steel Company located in Jakarta, but different place with Mr. Alvi.

Chapter IV Results and Discussion

In this chapter, the researcher presents the findings from the in-depth interviews conducted with the seven interviewees. The purpose of this chapter is to provide an overview of the opinions, experiences, and perspectives of each respondent.

Initially, the researcher analyzes the work Ethic of each respondent in greater depth through the cultural dimensions proposed by Miller. Furthermore, the researcher explores the intercultural communication styles of each respondent using the frameworks of Hofstede, Lewis, and Hall. Based on these individual analyses, a comparative study is conducted to identify the major differences among them. Finally, the researcher provides proposed solutions and an implementation plan that can be adopted by the company.

IV.1 Analysis

IV.1.1 Cultural Clash

In interviews with seven respondents consisting of Japanese expatriates and Indonesian employees, several cultural clashes were identified within the work environment. Japanese respondents, such as Mr. Nishiyama and Mr. Tsukuda, observed significant differences in work approaches between Japanese and Indonesian workers. Japanese employees are known to highly value precision and speed in task completion, while they noted that local workers tend to be more flexible and less detail-oriented. Mr. Tsukuda, in particular, sometimes struggled to apply his preferred working style in the company, which differs greatly from his experience at Nippon Steel Trading in Japan. Moreover, the pressure to deliver profits for the company has occasionally added to his stress.

On the other hand, local respondents such as Ms. Evi described more intense experiences related to the highly disciplined and demanding Japanese work culture. For instance, she was shocked when her superior asked her to complete a major task within a very short time frame. Although she felt

motivated to improve her capabilities, the mismatch between work targets and pace led her to experience stress and fatigue, ultimately causing her to fall ill and require hospitalization. In the term of work behavior, Mr. Nishiyama and Mr. Tsukuda feels Indonesian Employee tends to be less structured and only think about current condition. They feel sometimes Indonesian Employee neglected work, did not consider one or two steps ahead, and resistant to do personal improvement.

Mr. Fajar and Mr. Joko highlighted differences in communication styles between Japanese expatriates and Indonesian employees. Mr. Fajar expressed discomfort and disappointment over the lack of evenly distributed information, and he once experienced a heated argument with a Japanese expatriate due to differing expectations about work responsibilities. Meanwhile, Mr. Joko noted that miscommunication often occurs during discussions or meetings, primarily due to language differences and varying interpretations, which tend to create tension and make it difficult to reach conclusions. Misscommunication also felt by Mr. Nishiyama who feels that Indonesian Employee always confused him because of Indonesian Employee's unclear and lack of detail information.

From another perspective, Mr. Arief and Mr. Rangga pointed out that the high level of commitment shown by Japanese expatriates could lead to both internal and external conflicts. They both experienced situations where they had to urgently request support from other departments or customers, leading to strained relationships and an uncomfortable atmosphere for all parties involved.

The interviews reveal that cultural clashes between Japanese expatriates and Indonesian employees are real and multifaceted, arising from differences in work styles, discipline, communication, and expectations. While Japanese expatriates tend to emphasize precision, speed, and strong commitment, Indonesian employees may experience stress, miscommunication, and

interpersonal tension as a result. These cultural differences lead to misunderstandings, workplace discomfort, and even health-related consequences.

IV.1.2 Work Ethic Analysis

a. Work Ethic Analysis of Mr. Nishiyama

Based on the interview with Mr. Nishiyama, the findings indicate that he has a strong work orientation, as reflected in his statement that he places work as the number one priority in his life. He also holds a high moral responsibility for his role as President Director to ensure the company operates smoothly. He values time greatly, and whenever there is free time, he prefers to engage in productive activities such as helping others and observing the factory's condition. Mr. Nishiyama show his high responsibility as he demonstrates a high level of self-reliance, a long-term orientation, and a structured approach to time management and planning. He really concerns about the company and his team member.

b. Work Ethic Analysis of Mr. Tsukuda

The interview with Mr. Tsukuda reveals that work is a central pillar in his life. He mentioned, that through working, he is able to live with his family and even contribute to society. Work, to him, is also a means to improve one's quality of life. Mr. Tsukuda's work Ethic demonstrates that he is a responsible individual. He expressed that he needs to work hard for the sustainability for company, also he feels satisfied when he is able to work diligently and effectively.

He really values his time, he doesn't like wasting time, and if he has free time, he will be using it to enhance his skills in English or Indonesian. His desire to learn shows that he is committed to continuous growth and has a long-term perspective on his personal development and goals.

c. Work Ethic Analysis of Ms. Evi

In contrast to Mr. Nishiyama and Mr. Tsukuda, Ms. Evi views work as important but within reasonable limits. She believes that responsibility, self-reliance, and hard work are essential qualities to possess when working, but within certain boundaries. She is valuing her free time as an opportunity to seek enjoyment and relax by listening to music. She tends to work spontaneously and without a fixed schedule. According to her, there is no need to worry about an uncertain future, as it will only become a burden in the present. It's enough to work and act well in the present moment.

d. Work Ethic Analysis of Mr. Rangga

In contrast to the two Japanese expatriates, Mr. Rangga holds the view that work is not the most important aspect of life. On a scale of 1 to 5, he rates work at a level 3. However, he places a strong emphasis on teamwork and collaboration. He is committed to Ethic and integrity, upholding the value of honesty and discipline in his work. Mr. Rangga also differs from the Japanese expatriates in his approach to long-term results; he believes that it is sufficient to focus on doing his best in his current role without overly stressing about the long-term outcomes. He tends to prioritize the interpersonal relationship, as he will use his free time to have casual conversation with his team member.

e. Work Ethic Analysis of Mr. Fajar

Similar to Ms. Evi and Mr. Rangga, Mr. Fajar views work as not the most important aspect of life. He considers family to be the top priority. However, he holds the belief that honesty and self-reliance are values that should be upheld in the workplace. He also demonstrates a strong commitment to his work, always striving to complete his tasks, even if the due date is still far off. His perspective on hard work is very high. He believes that through hard work, individuals can enjoy the results, whether in the near or long term. Same as the Japanese expatriates, he

prioritizes long-term results and is willing to endure current difficulties in order to achieve better outcomes in the future.

f. Work Ethic Analysis of Mr. Joko

Unlike other local employees, Mr. Joko views work as a form of worship. He sees working as something he must do because of his promise to God to care for and provide for his family. While family is his top priority in life, he still upholds the values of honesty and hard work in his job. He feels that self reliance is also necessary in work, because sometime he needs to make a decision, and the decision should be accountable. He is committed to self-improvement and has a long-term result-oriented mindset.

g. Work Ethic Analysis of Mr. Arief

Like other local employees, he does not view work as the most important aspect of life. However, he maintains a strong sense of responsibility and professionalism in his work. The researcher observes that Mr. Arief is a cautious individual, often seeking advice and consultation from his superiors. He believes that honesty and self reliance are crucial values in the workplace to ensure that no one is adversely affected. He sees hard work is necessary to be responsible in finishing his job, in certain boundaries. During his free time, he values rest and uses it to prepare for future tasks.

The results show that Japanese expatriates tend to emphasize punctuality, strict adherence to schedules, and high standards of detail in reporting, as expressed in interviews with both expatriates and local employees. This finding aligns with Hofstede's dimension of High - Power Distance and strong Uncertainty Avoidance (Hofstede et al., 2010). Japanese managers expect precise compliance with instructions and a clear chain of command, which creates a structured work environment.

On the other hand, Indonesian employees demonstrate more flexible attitudes toward time and task prioritization. This reflects a smaller Power Distance in their cultural orientation and a higher tolerance for ambiguity. One respondent mentioned that *“sometimes small delays are acceptable to maintain good relationships with customers,”* which illustrates a relational, harmony-oriented approach typical in Indonesian work culture.

IV.1.3 Communication Style Analysis

a. Communication Style Analysis of Mr. Nishiyama

Based on the interview with Mr. Nishiyama, it can be concluded that he demonstrates a high level of Power Distance. This is reflected in his statements, *“If something is important enough, I will convey it structurally through their superior”* and *“Communication must follow the order according to the layers and positions.”* These responses indicate strong orientation toward hierarchy. He also emphasized the importance of clear instructions, avoiding ambiguity, and long-term planning, all of which reflect a culture with high Uncertainty Avoidance, characterized by a need for predictability, clear rules, and risk avoidance. In aiming to minimize miscommunication and potential problems, Mr. Nishiyama tends to create explicitness in communication, where he prioritizes clarity and stated, *“I explain my expectations so that the results match what I want,”* and *“I always ask for synonyms of difficult words.”* These examples show his adaptation toward a more low-context communication style in a multicultural environment, although Japanese culture is generally considered high-context.

His statement, *“I feel that sometimes things need to be done in the Japanese style, but I tend to seek a good win-win solution with no arguments”* shows that Mr. Nishiyama aligns more closely with a reactive cultural type. He demonstrates indirect, cautious, and thoughtful communication, avoids confrontation and open criticism, and prioritizes harmony and good interpersonal relationships.

Based on Mr. Nishiyama, Japanese usually communicate for work related topics only when they are in their workplace. There are certain times for casual communication as Company Dinner or Family Gathering. It's not common to have casual communication during working time or in the workplace.

b. Communication Style Analysis of Mr. Tsukuda

Based on the interview with Mr. Tsukuda, he tends to fall into the Moderately High category for Power Distance. Even though he said that hierarchy is important in communication, he makes efforts to reduce hierarchical barriers by encouraging openness and subordinate participation. This is reflected in his statement, *"I hope local employees can express their opinions more so that stronger two-way communication can be built between superiors and subordinates."* Mr. Tsukuda also exhibits characteristics of a culture with high Uncertainty Avoidance, as he consistently shows a need for structure, rules, and clarity in both communication and work processes.

In terms of communication context, Mr. Tsukuda aligns with High-Context culture. This is demonstrated through his tendency to avoid direct conflict and communicate cautiously. He reinforces this by stating, *"I always try to stay calm and avoid getting angry,"* and *"I need to be very careful with the words I use."* These statements also represented the reactive cultural category because he prefers to listen and understand before responding, maintains harmony, and avoids being confrontational or aggressive in communication.

Same as Mr. Nishiyama, he said that Japanese employees barely have casual communication during working hours in the workplace. However, he believes that sometimes casual talk is necessary to build familiarity and rapport among employees. In Japan, they usually have dinners

together, but when he is in Indonesia, he finds it difficult because most IJSC employees live in Karawang, while he resides in Jakarta. Moreover, Karawang does not offer as many facilities as Jakarta, so having dinner together is rarely done.

c. Communication Style Analysis of Ms. Evi

Ms. Evi demonstrates a low Power Distance communication style, as she expresses comfort in interacting with Japanese expatriates and does not feel disturbed by non-structured communication. This is evident in her statement, *“When the expatriates ask about work, they usually go directly to the person in charge. Actually, that’s okay—it helps employees become more independent.”* She also mentions that she can provide feedback and suggestions to Japanese expatriates, albeit in a polite and careful manner. She emphasizes the importance of clarifying unclear instructions to ensure mutual understanding and exhibits high Uncertainty Avoidance.

Ms. Evi tends to fall under the Low-Context category. She values open and direct communication and believes that explicitness is essential to avoid misunderstandings. According to Ms. Evi, communication in the workplace is focusing on work but she also states the importance of create harmonious relationship with other employees. Based on this, Ms. Evi tends to aligned with the Multiactive category. This is reflected in her emphasis on relationship-oriented communication within the company, as well as her spontaneous working style and tendency not to follow a fixed schedule.

d. Communication Style Analysis of Mr. Rangga

Based on the interview with Mr. Rangga, the researcher observes that he places strong emphasis on maintaining harmony within his team and with fellow employees, even though most communication within the company is focused primarily on work-related matters. This is evident in his

statements, *“I personally prioritize harmony with fellow employees,”* and *“I usually take a personal approach with my team and engage in casual conversations.”* He builds personal relationships to reduce barriers between superiors and subordinates and he will do personal and character based in communication. However, he also believes that work-related communication should still follow a hierarchical structure. Therefore, the researcher assesses Mr. Rangga’s level of Power Distance as medium to high. In terms of Uncertainty Avoidance, Mr. Rangga falls into the high category, as he consistently seeks clarification when faced with ambiguity or uncertainty.

From a contextual perspective, Mr. Rangga aligns with High-Context communication. He avoids open conflict and prefers to deliver criticism or corrective feedback through personal, soft approaches. Mr. Rangga also can be categorized as Multiactive, as he values interpersonal relationships, works and communicates with some degree of structure, yet remains flexible when needed.

e. Communication Style Analysis of Mr. Fajar

The researcher observes that Mr. Fajar demonstrates high Power Distance and high Uncertainty Avoidance. He views hierarchy within the organization as important and considers it a guiding principle in communication. He also acknowledges the importance of maintaining respectful and formal communication with superiors. His high Uncertainty Avoidance is reflected in his emphasis on the importance of written rules and procedures, as well as his tendency to seek clarification when faced with ambiguous instructions.

Mr. Fajar tends to align with a Low-Context culture. This is evident in his difficulty interpreting conversations with Japanese expatriates, especially when the expatriates are not particularly talkative or expressive. When communicating with the Japanese expatriates, he

always tries to explain things in a detailed and thorough manner to ensure they can easily understand him.

Although Indonesia is generally classified as a Multiactive culture, Mr. Fajar's communication style leans more toward the Reactive type. He consistently tries to understand the other party's position and shows awareness of how to communicate effectively with Japanese expatriates.

f. Communication Style Analysis of Mr. Joko

Based on the interview with Mr. Joko, he demonstrates a high level of Power Distance, as he places great importance on hierarchy in communication. He believes that adhering to hierarchical communication structures leads to more orderly interactions. He also shows deep respect for the positions and egos of Japanese expatriates as leaders within the company. Regarding Uncertainty Avoidance, Mr. Joko expresses a strong desire for clarity in situations involving ambiguity, indicating a high level of Uncertainty Avoidance.

Mr. Joko prefers direct and clear communication, which reflects characteristics of a Low-Context communication style. His statement, *“Usually I ask questions directly, without delay,”* illustrates his tendency toward straightforward interaction. This statement also aligned Mr. Joko Culture with the Linear-Active category, as he tends to be structured, logical, and direct in his communication—an approach he also applies when interacting with Japanese expatriates.

g. Communication Style Analysis of Mr. Arief

The researcher observes that Mr. Arief demonstrates a high level of Power Distance, as he accepts unequal distribution of authority. He believes that once Japanese expatriates make a decision based on communication, that decision should be followed and respected. Mr. Arief exhibits a medium to high level of Uncertainty Avoidance, where

he recognizes the importance of rules but also feels that, in communication, there are situations where he can independently understand certain matters without the need for further clarification from the other party.

In terms of communication context, Mr. Arief falls into the High-Context category. He finds it difficult to express his opinions or criticism directly and tends to consult with others for advice, particularly those with more experience. He does this in order to maintain good relationships with the individuals involved.

Mr. Arief's communication style, which is more passive, respecting hierarchy, and preferring to listen before acting, aligns with the Reactive cultural category. This suggests that Mr. Arief prioritizes relationships and responses that are in accordance with the context and situation, rather than initiating action or communication directly.

Based on the interview results, the researcher summarizes the communication styles of each interviewee as shown in the table below:

Table IV.1 Communication Style Differences

No	Name	Hofstede's Dimension	Hall's Dimension	Lewis's Category
1	Mr. Nishiyama	Power Distance: High Uncertainty Avoidance: High	Low Context	Reactive
2	Mr. Tsukuda	Power Distance: High Uncertainty Avoidance: High	High Context	Reactive
3	Ms. Evi	Power Distance: Low Uncertainty Avoidance: High	Low Context	Multiactive

4	Mr. Rangga	Power Distance: Moderate to High Uncertainty Avoidance: High	High Context	Multiactive
5	Mr. Fajar	Power Distance: High Uncertainty Avoidance: High	Low Context	Reactive
6	Mr. Joko	Power Distance: High Uncertainty Avoidance: High	Low Context	Linear Active
7	Mr. Arief	Power Distance: High Uncertainty Avoidance: Moderate to High	High Context	Reactive

The interviews reveal that Japanese expatriates often communicate indirectly and expect their subordinates to “read between the lines.” This is consistent with Hall’s (1976) concept of high-context communication, where meaning is derived from the context and non-verbal cues rather than explicit statements. Conversely, Indonesian employees tend to seek explicit instructions and clear guidance, especially when tasks are ambiguous. One Indonesian manager noted that *“sometimes I have to confirm the meaning several times because the message is not always clear.”* This tendency reflects a lower-context expectation in daily communication.

Lewis’s (2006) cultural categories further explain these findings. Indonesian employees tend to display multi-active characteristics — they prefer relational interactions, handle multiple tasks flexibly, and value informal discussions. In contrast, Japanese expatriates demonstrate reactive traits. They are careful listeners, tend to avoid open confrontation, and often respond indirectly to maintain harmony and respect within hierarchical structures. One Indonesian informant explained that *“sometimes Japanese managers will not directly say*

‘no’ but rather give indirect signals, which can be confusing if we do not understand the context.”

This difference can create challenges when direct feedback or quick decisions are needed. While Indonesian staff may expect explicit instructions, Japanese managers may rely on subtle cues and non-verbal agreement. If not carefully managed, these differences can lead to misunderstandings or delays in decision-making.

IV.2 Discussion

IV.2.1 Work Ethic Difference

Based on analysis from the interview to all the respondents, the researcher found several major differences regarding the work Ethic of the Japanese expatriates and local employees. The findings are as in the table below:

Table IV.2 Work Ethic Differences

No.	Work Ethic Dimension	Japanese Perception	Indonesian Perception
1	Centrality of Work	Working is the most important thing in life	Working is prioritized after religion and family
2	Leisure & Wasted Time	Free time is valued as a moment for self-development and staying productive	Free time is seen as time for pleasure, rest, and engage with people.
3	Delay of Gratification	Better to endure difficulty now for a better future	No need to think about an uncertain future, just be the best in the current role and time

From the perspective of work Ethic, the researcher identified three significant differences. The first concerns the perspective of Japanese expatriates and Indonesian employees towards work. Japanese

expatriates place work as the most important thing in life, whereas for Indonesian employees, work is the second or third priority after religion and family. As a result, Japanese expatriates tend to be highly serious and committed to their jobs. This difference leads to different degree level of commitment, work responsibility, and working behavior during task completion. Not only from the statement of the Japanese expatriates, these differences also stated by Indonesian employees as their perception toward Japanese Expatriates. According to Yamamoto & Lloyd (2009), Japanese see work as holy and honorable. They are passionate about improving their service, operations, and work process. Japanese think serving and satisfying the customer are social responsible act to take. Thus, work is an essential way for Japanese people to reach spiritual enlightenment and to become one with the universal life force. However, based on the information provided by Mr. Matsumoto, the Japanese perceive working as a social norm that is deeply embedded in their identity. Therefore, not working may result in a kind of social "punishment." Nevertheless, this perspective has started to shift. I observe that the Japanese people's view toward work is no longer the same as it was in the past, or about 10 or 15 years ago.

The second difference lies in the perception of time. Japanese expatriates consider time to be highly valuable. They don't like to wasting time and they use their free time to stay productive and engage in personal improvement. On the other hand, Indonesian employees believe that work should be done during working hours only, and that free time should be used for leisure or for building good relationships with fellow employees or external stakeholders. Many Japanese feel that since they have to work anyway, it would be better for them to enjoy working than not (Ogura, 2007). When Japanese has leisure time in the weekday, they still choose work related activity and experience, study or research for self-improvement. (Fuess, 2002). Based on Mr. Matsumoto's experience at the company where he works, he was

provided with training by the company. He received case studies that could be completed either in groups or individually and could be worked on during free time, yet still within a set deadline. From this, the researcher also concludes that Japanese culture places a high value on time and consistently focuses on continuous improvement, commonly known as Kaizen.

The final difference concerns future orientation. Japanese expatriates believe that the future must be prepared for starting now. According to Kawai & Moran (2017), Japanese people plan a personalized path to achieve a desired future. They recognize ‘the future’ as something they can influence, understand how their actions today can influence their options tomorrow, and allow their future selves and their goals to motivate working toward those goals. Japanese feel the need to delay gratification in pursuit of a better future and believe to working hard and being responsible in their roles.

Based on Mr. Matsumoto's information, this is similar to the previous perception of work. This view is indeed true, but it has started to shift among the millennial generation and those after. We experience phases of hardship followed by moments of enjoyment—difficult, difficult,

IV.2.2 Communication Style Difference

Based on interviews conducted, the researcher observed two significant differences in communication styles between Japanese expatriates and Indonesian employees. Japanese expatriates tend to communicate in a structured and detailed manner, this is stated by Mr. Joko statement “*when we talked with Japanese person, we need to be structured, logical, and direct in his communication,*” whereas Indonesians are sometimes less structured. This was expressed by Mr. Nishiyama in his statement, “*Sometimes Indonesians confuse me, what they say is unclear and lacks detail.*” This difference is also reflected in the responses from Indonesian

employees, who mentioned needing greater effort to prepare data and anticipate follow-up questions from Japanese expatriates during discussions. Japanese expatriates, who generally fall under the reactive culture category, require two-way communication and consensus-building in conversations.

An experience was also shared by Mr. Alvi, who received a complaint from his Japanese superior stating that Indonesians tend to speak in a roundabout manner. Meanwhile, the researcher gained insight from Mr. Matsumoto that, in communication, Japanese people usually deliver the main point or topic at the beginning of the conversation, followed by detailed explanations. In contrast, Indonesians do the opposite—they tend to provide the details first and conclude with the main point at the end. According to Yulianti (2019), the differences in communication styles between cultures can be caused by sociolinguistic differences and cultural values such as social hierarchy, societal structure, and expectations regarding formality.

Secondly, communication from Japanese expatriates in the company is typically limited to work-related matters. Personal interactions usually only take place during specific occasions such as casual office events. This was also conveyed by Mr. Matsumoto, who stated that Japanese expatriates rarely engage in casual communication in the workplace. They usually make time for dinner or drinks together after work, and that is when casual communication typically occurs. However, once they return to the workplace, communication becomes formal again and strictly related to work matters.

In contrast, Indonesian employees place a high value on interpersonal relationships and engagement with colleagues. This was emphasized by Mr. Rangga, who consistently tries to build light and casual communication with his team members and customers to maintain good cooperation. A

similar approach is also taken by Mr. Joko, who always makes time to communicate with customers to foster positive relationships. This tendency is reinforced by the personalities of Ms. Evi and Mr. Rangga, who fall into the multiactive category—cultures in which people prioritize relationships.

In the term of mantaining relationship, Japanese place high value on "*chinmoku*" or silent communication, where silence plays a very important role in maintaining harmony and avoiding direct conflict. Many people in Japan believe it is better to remain silent than to cause misunderstandings or trouble. This preference for silence is also tied to a strong awareness of social hierarchy within groups and society at large. (Osamu & Davies, 2002). However, for some Indonesians, this silent communication is perceived as an empty space that leads to misunderstandings, feelings of exclusion, awkwardness, and emotional distance in the relationship between Japanese expatriates and Indonesian employees.

IV.3 Business Solution

After conducting an in-depth analysis and a comparative analysis of the differences in work Ethic and communication styles among the interviewees, the researcher can propose solutions to address these differing perceptions as follow:

1) Cultural Introduction Program

One of the practical business solutions proposed to minimize cultural clashes at PT. IndoJapan Steel Center is the formal introduction of a structured cultural orientation program through official company regulations. This solution aims to institutionalize cultural awareness as an integral part of the company's work ethic and daily operations.

The company should issue clear internal policies that define expected work behaviors, communication norms, and intercultural values that align with both Japanese and Indonesian work cultures. This formal policy will serve as a reference for all employees, helping them

understand the importance of punctuality, detailed reporting, indirect versus direct communication styles, and appropriate hierarchical interactions.

To ensure that this policy is effectively implemented, the company needs to include cultural orientation as part of the onboarding process for every new employee. During induction, new staff should receive clear explanations of the company's intercultural context, practical examples of daily work situations, and guidance on how to navigate potential misunderstandings.

Regular refreshers or follow-up training can also be provided to reinforce awareness among existing employees, especially when new expatriates arrive or work procedures are updated.

By embedding cultural understanding into official company rules and standard onboarding practices, the company can create a common ground for both Japanese expatriates and Indonesian employees, reduce miscommunication, and build a more harmonious and productive work environment.

2) Create Personal or Group Discussion

This activity will facilitate structured discussion where both Japanese and Indonesian employees. The discussion creates exchange of ideas, views, values, experiences, and approaches into one set of idea to work towards a common goal or collective understanding, which lead to defuse tensions within the diverse groups. It develops a team work strongly and instead of conflict and differences there emerges togetherness through discussion and communication (Syed et al., 2019). The purpose of this activity is to build mutual understanding, avoid implicit task assignment or selective information-sharing, reduce judgment or misinterpretation, and highlight team success or quality work.

This activity will encourage the Japanese expatriates, who fall under the reactive category, to speak more frequently and express their ideas clearly so that they can be better understood by their subordinates. This activity can also foster engagement between Japanese expatriates and local employees, as most local employees place great importance on interpersonal relationships and involvement in every information or decision making. This activity is also in line with Mr. Fajar's expectations, who mentioned that it had been implemented in the past, but is no longer being carried out at present.

To implement this initiative, collaboration is needed across departments, particularly from the Human Resource & General Affairs Department to facilitate the sessions. Discussions should be conducted in turns across departments, involving both local and expatriate supervisors.

3) Promote and Respect Family and Religion Time

According to Febriansyah (2019), religion has become a vital role in influencing employee engagement in the Indonesian context, specifically regarding the handling and treatment of employees. For Indonesians, worship is associated not only with God (vertical direction) but also with human relationships and natural surroundings (horizontal relationships). For them, a job has great values and meanings for life, while it reveals transcendental values and significant meaning for social relationships regarding family, social-life activities, and professional colleagues.

Indonesian employees, who involve religion in daily work activities, will be aware that this life is never-ending and that life continues after this life. Employees must be responsible for their actions, which are taken either for themselves, their families, or others around them and for which they will be accountable in the "next day." Employees will

act and react carefully, avoiding hasty actions and decisions (Febriansyah, 2019). Due to this perspective, company can campaign about the importance of responsibility and sincerity at work. This aligns with the religious teachings that Indonesian employees adhere to regarding work, which are actually similar to the social norms of Japanese expatriates toward working.

Furthermore, while religion is one of the top priority, family is also considered equally important. This is also true for Japanese expatriates, who place family as the second priority in life after work. For some people, person's success is not only how much money he has, but also ensures you have a good family life. (Wolor et al., 2020). Instead, family life conflicts due to poorly managed schedules, lack of time to gather and communicate can cause employee depression and poor performance in the company. (Meenakshi et al., 2013) and the form of informal support, that is not part of the company's written regulations, will reduce employee workload and or stress. (Oa et al., 2018). The company can bridge this by promoting the narrative that every employee and their family is part of a “big family,” while also providing space for employees to maintain a healthy balance between work and family life — and to see the company as a home that they feel responsible to care for.

By integrating a shared values-based approach, the company not only facilitates one-sided cultural adaptation, but also creates an equal space for two-way learning. This will encourage more harmonious collaboration and foster greater cross-cultural empathy. In the other hand, freedom to express religion and healthy and balance relationship between work and family will create positive behavior, maximum performance, loyalty, and competitiveness in employees' work, and also reduce conflict, stress, absence, and turnover level (Febriansyah, 2019 and Wolor et al., 2020).

This solution requires facilitation by the Human Resource Department, particularly in relation to company policies, working schedules, and operational planning. In certain organizations, coordination with the labor union or the *LKS Bipartit* (employee representatives) may also be required to ensure agreement between employees and the employer.

4) Encourage Informal and Casual Interactions

This activity is carried out by both Japanese expatriates and Indonesian employees through light and informal interactions outside working hour. The purpose of this activity is to create fun and joy atmosphere in workplace, also build trust and connection, which is particularly important for Indonesian employees who value interpersonal harmony (multi-active culture).

According to Anaconda Bangkara (2018), it is important for foreign superior to build workplace relationship with local subordinate by use similar local item such as greeting in Bahasa Indonesia or shaking hands and conduct similar informal activities such as break fasting, *halal bil halal*, or attend wedding invitation. Another study from Syaebani et al., (2022) found the importance of the organisation to create a fun atmosphere in the workplace. Fun in the workplace can generate a positive working attitude, as task performance, job satisfaction, and organisational citizenship behaviour towards individuals.

This initiative should be initiated and approved by the Board of Directors (BOD), as it requires budget allocation. Following approval, the Human Resource and General Affairs departments will be responsible for organizing and facilitating the activities, which should involve all employees.

5) Personal Development

Offer upskilling opportunities, such as online training or language courses, during or outside working hours, with incentives or without obligations. The purpose of this activity is to engage both Japanese and Indonesian employees in self-improvement and to motivate Indonesian employees without imposing rigid expectations on their leisure time. Additionally, specialized training—such as intercultural communication or language courses—can help reduce perceived ambiguity or stress, and minimize potential areas of conflict. According to Dzogovic et al. (2022) skill of communication with foreign language is something that is very important to employees, which indicates the fact that the lack of language skills not only negatively affects employment opportunities, but also furthers business development and progress. Knowing one or more foreign languages will give advantages such as the level of monthly income, employment/unemployment rate, and career advancement opportunities.

This program should be facilitated by the Human Resource Department as it relates to individual development needs. BOD approval may also be required, particularly for budgeting and resource allocation.

6) Leadership Training in Cultural Intelligence

Train both Japanese and Local Managers or Leaders in cultural intelligence (CQ) to better understand, adapt to, and lead across these differing work values. The purpose of this training is to recognizing the leaders that different expressions of responsibility and commitment can still yield high performance. According to (Azevedo & Shane, 2019) Cultural Intelligence (CQ) is positively correlated with individual performance. Cultural adaptation, which is include in CQ, significantly influences decision-making, negotiation, and multicultural collaboration, all of which contribute to improved work performance. CQ training also has a positive impact on innovative work behavior and

personal resilience. As this pertains to individual development—specifically for leadership roles—the Human Resource Department plays a key role in executing this training.

7) Appoint Culture Mediator

Appoint bilingual or bicultural team members as cultural mediators to bridge not only language but also intent and context in communication. Bicultural individuals are those who have internalized two or more cultures. This can be acquired through biological heritage or life experiences, such as international education or working and living in a culturally diverse environment (Clausen & Keita, 2016) The benefits of bicultural individuals for multinational companies include bridging and adapting cross-cultural communication and work styles, as well as managing cultural conflicts diplomatically. (Clausen & Keita, 2016)

Japanese expatriates may select individuals with strong knowledge of both Japanese language and culture, who can assist both Japanese and Indonesian employees in better understanding one another. These mediators can also help manage and resolve misunderstandings or cultural conflicts more efficiently.

8) Building Effective Communication

According to Yamaguchi (2005), the benefits of building effective communication include reducing uncertainty in the workplace, decreasing feelings of unfairness, and increasing trust in the company. Employees will feel more valued and more engaged. This will create a healthy organizational climate where subordinates feel comfortable asking questions, expressing their aspirations, and seeking clarification.

Every individual should be equipped with the ability to foster effective communication. One approach to achieving this is through cultural and personal characteristic-based strategies. Communication that is tailored

to personal characteristics and interpersonal communication styles can improve acceptance of decisions, even when the outcome is unfavorable to employees. It helps build trust in work relationships. Respect and sincerity in communication enhance the value of interpersonal relationships and strengthen loyalty and commitment to the organization. (Yamaguchi, 2005). By promoting clear and effective communication, all employees—both Japanese expatriates and local staff—will feel more comfortable in expressing their opinions.

The table on the following page provides the researcher's suggested communication approaches tailored to each respondent's style and cultural background.

Table IV.3 Communication Style Comparison and Personal Approach

No.	Name	Major Difference in Communication Style			Effective Communication to Talk With:
		Hofstede's Dimension	Hall's Dimension	Lewis's Category	
1	Mr. Nishiyama	Power Distance: High Uncertainty Avoidance: High	Low Context	Reactive	1. Use a structured and hierarchical communication system 2. Use words that are clear, detailed, and easy to understand 3. Use direct communication 4. Avoid confrontation and use a diplomatic approach 5. Give time to provide responses and reflection
2	Mr. Tsukuda	Power Distance: High Uncertainty Avoidance: High	High Context	Reactive	1. Use a structured, hierarchical, and easy-to-understand communication system 2. Use body language and tone of voice to support communication 3. Use indirect communication 4. Avoid confrontation and use a diplomatic approach 5. Give time to provide responses and reflection
3	Ms. Evi	Power Distance: Low Uncertainty Avoidance: High	Low Context	Multiactive	1. Use egalitarian or equal communication 2. Use direct and open communication 3. Use words that are clear, detailed, and easy to understand 4. Use flexible and interactive communication

4	Mr. Rangga	Power Distance: Moderate to High Uncertainty Avoidance: High	High Context	Multiactive	1. Use a structured, hierarchical, and easy-to-understand communication system 2. Use body language and tone of voice to support communication 3. Use flexible and interactive communication
5	Mr. Fajar	Power Distance: High Uncertainty Avoidance: High	Low Context	Reactive	1. Use a structured and hierarchical communication system 2. Use words that are clear, detailed, and easy to understand 3. Use direct communication 4. Avoid confrontation and use a diplomatic approach 5. Give time to provide responses and reflection
6	Mr. Joko	Power Distance: High Uncertainty Avoidance: High	Low Context	Linear Active	1. Use a structured and hierarchical communication system 2. Use words that are clear, detailed, and easy to understand 3. Use direct and to-the-point communication 4. Use a logical and factual approach
7	Mr. Arief	Power Distance: High Uncertainty Avoidance: Moderate to High	High Context	Reactive	1. Use a structured, hierarchical, and easy-to-understand communication system 2. Use body language and tone of voice to support communication 3. Use indirect communication 4. Avoid confrontation and use a diplomatic approach 5. Give time to provide responses and reflection

As a summary, the researcher links the business solutions provided as responses to the issues occurring within the company, as illustrated in the following diagram:

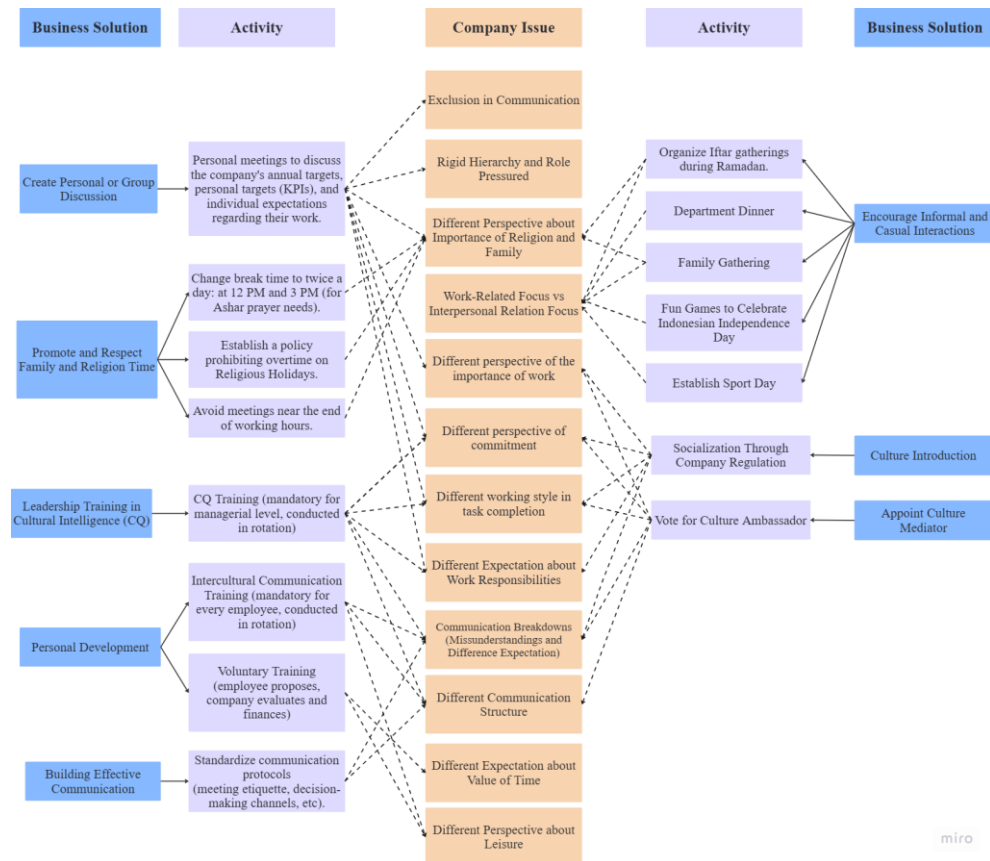


Figure IV.1 Business Solution

IV.4 Implementation Plan

Based on the business solutions presented earlier, this section will provide an implementation plan of the business solutions as shown in the table on the following page. In the long term, the Human Resources department needs to assess the effectiveness and benefits of each activity by evaluating how these initiatives contribute to reducing the level of conflict, as well as improving employee performance and satisfaction. The researcher recommends that this assessment be conducted regularly once a year, so that any necessary modifications can be made promptly if the business solution is deemed ineffective for the company.

Table IV.4 Implementation Plan

No	Business Solution	Activity	Frequency	Timeline											
				Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1	Cultural Introduction	Socialization through Company Regulation	1x (for good)	•	•	•	•	•	•	•	•	•	•	•	•
2	Create Personal or Group Discussion	Personal meetings to discuss the company's annual targets, personal targets (KPIs), and individual expectations regarding their work.	2x per year						•						•
3	Promote and Respect Family and Religion Time	Change break time to twice a day: at 12 PM and 3 PM (for <i>Ashar</i> prayer needs).	1x (for good)										•		
		Establish a policy prohibiting overtime on Religious Holidays.	1x (for good)										•		
		Avoid meetings near the end of working hours.	1x (for good)										•		
4	Encourage Informal and Casual Interactions	Organize <i>Iftar</i> gatherings during <i>Ramadan</i> .	1x per year	•											
		Department Dinner	2x per year			•						•			
		Family Gathering	1x per 2 years												•
		Fun Games to Celebrate Indonesian Independence Day	1x per year					•							
		Establish Sport Day	1x per month	•	•	•	•	•	•	•	•	•	•	•	•
5	Personal Development	Intercultural Communication Training (mandatory for every employee, conducted in rotation)	6x per year		•		•		•		•		•		•
		Voluntary Training (employee proposes, company evaluates and finances)	2x per year						•						•
6	Leadership Training in Cultural Intelligence (CQ)	CQ Training (mandatory for managerial level, conducted in rotation)	4x per year			•			•			•			•
7	Appoint Culture Mediator	Vote for Culture Ambassador	1x per year												•
8	Building Effective Communication	Standardize communication protocols (meeting etiquette, decision-making channels, etc).	1x (for good)									•			

And the implementation steps are outlined as follows:

Table IV.5 Implementation Steps

No	Business Solution	Implementation Step
1	Cultural Introduction	a. Draft a clear internal regulation defining intercultural behavior standards, communication style, and work ethic expectations.
		b. Approve the regulation through management discussion and legal review.
		c. Socialize the regulation to all existing employees via email, notice boards, and department meetings.
		d. Integrate the cultural introduction in every new employee onboarding session.
2	Create Personal or Group Discussion	a. Arrange bi-annual personal meetings between supervisors and employees to discuss individual KPIs and company targets.
		b. Create discussion templates to ensure topics cover cultural expectations and personal work challenges.
		c. Document feedback and follow up through action points.
3	Promote and Respect Family and Religion Time	a. Revise work schedule to add break time for Ashar prayer (12 PM & 3 PM).
		b. Issue a policy prohibiting overtime on religious holidays.
		c. Revise meeting scheduling policy: no meetings 30 minutes before end of working hours.
4	Encourage Informal and Casual Interactions	a. Organize annual Iftar gathering during Ramadan to build informal relationships.
		b. Arrange department dinners twice a year for team bonding.
		c. Hold a family gathering every two years to strengthen personal connections.
		d. Celebrate Indonesian Independence Day with fun games involving all employees.
		e. Establish monthly Sport Day to encourage healthy informal interaction.
5	Personal Development	a. Design mandatory intercultural communication training for all staff, rotated 6x per year.
		b. Open voluntary training program where employees can propose skill development ideas, funded by company budget.
		c. Monitor training attendance and post-training feedback.

6	Leadership Training in Cultural Intelligence (CQ)	a. Design CQ training module tailored for managers.
		b. Conduct training sessions quarterly in small groups.
		c. Evaluate managers' application of CQ skills in real projects.
7	Appoint Culture Mediator	a. Nominate employees with good communication & cultural understanding.
		b. Conduct annual voting to select Culture Ambassadors.
		c. Announce the appointed mediator and clarify their role as liaison between local staff and expatriates.
8	Building Effective Communication	a. Develop SOPs covering meeting etiquette, reporting format, and decision-making channels.
		b. Socialize the SOP to all employees via workshops or internal communication.
		c. Evaluate SOP compliance periodically and adjust if necessary

Chapter V Conclusion and Recommendation

In this chapter researcher will present elaborated and details of conclusions drawn from the conducted research. In addition, after summarize the research findings, the researcher will provide suggestions and recommendation for further study and practical implication within the context and similar studies.

IV.5 Conclusion

Based on the analysis conducted in Chapter IV, researcher found that:

- a. The differences in work Ethic between Indonesian workers and Japanese expatriates at PT. Indojava Steel Center lie in their perceptions of the importance of work, appreciation of time, and future orientation. The most striking contrast is that Japanese expatriates place work as the number one priority in their lives, while for Indonesian employees, religion and family come first. Japanese expatriates view free time as an opportunity for self-development and believe it should still be used productively. On the other hand, Indonesian employees value their free time as leisure time and time for building relationship with people. Lastly, Japanese expatriates tend to have a long-term vision, whereas most Indonesian employees focus on doing their best in the present, without worrying too much about an uncertain future.
- b. Regarding the differences in communication styles between Indonesian employees and Japanese expatriates at PT. Indojava Steel Center, the researcher observes there is a noticeable difference lies in communication structure: Japanese expatriates prefer two-way, structured, and consensus-oriented communication, while Indonesian employees typically engage in casual and flexible communication styles. Japanese expatriates tend to focus primarily on work-related matters, whereas Indonesian employees place greater importance on building interpersonal relationships. In maintain harmony, Japanese highly value "*chinmoku*", or silent communication, on the other hand, Indonesians - who are typically part of

a multiactive culture, place strong emphasis on interpersonal relationships, will perceive it as an empty space that leads to misunderstandings, feelings of exclusion, awkwardness, and emotional distance in the relationship between Japanese expatriates and Indonesian employees.

- c. The researcher provides suggestions and recommendations for PT. IndoJapan Steel Center to develop practical strategies that can be implemented to mitigate potential conflicts arising from differences in work Ethic and communication styles within the company. It is recommended to conduct forums or sharing sessions, conduct informal and casual event, respect religion and family time, training and personal development programs, appoint culture mediator, which can be implemented as both short-term and long-term strategies. Mutual understanding and tolerance are become considered key factors in preventing conflicts that may emerge due to these cultural gaps.

IV.6 Recommendation

For further research, the researcher recommends expanding the scope beyond PT. IndoJapan Steel Center to include other Japanese-based companies operating in Indonesia, whether in the manufacturing or non-manufacturing sectors. This would allow future researchers to gain broader insights. In addition, future researchers are encouraged to incorporate personality assessments, such as DISC or MBTI, to obtain more comprehensive results in understanding individual character and behavior, particularly in the context of work and conflict resolution.

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APPENDICES

A. Interview Result with Mr. Nishiyama

No	Question	Answer
Questions about Culture Clash		
1	Have you ever experienced a cultural clash with Indonesian employee?	Yes, I have.
2	Could you describe in detail the case of that cultural clash?	I feel there is a difference in working style where local employees tend to not keep historical data from previous work and show less initiative in carrying out tasks.
3	What were the impacts of the cultural clash? Did it affect you personally or your teamwork?	Personally, I don't have any significant problems within myself, but I really want to help whenever any of my team members face difficulties.
4	How did you resolve the cultural clash?	I tend not to set expectations too high. I always assume that if I don't say it, it won't be done.
5	What are your hopes and expectations for both Japanese Expatriate and Indonesian employee to reduce the risk of cultural clashes?	In my opinion, both cultures must collaborate, support each other, understand each other, and both give and accept opinions and feedback.
Questions about Intercultural Communication		
6	Could you describe the communication flow within the company?	In this company, the communication flow follows the hierarchy.
7	What is your opinion on the importance of hierarchy in communication flow?	It is very important to avoid communication breakdowns from subordinates to superiors. Communication must follow the order according to the layers and positions. As the President Director, I must strengthen communication with the management level and hope that they will pass on the information to their subordinates.

8	How would you describe the typical communication style you experience at work for both with Japanese Expatriate and Indonesian Employee?	When I speak and give instructions to both Indonesians and Japanese, I must clearly explain my expectations so that the results match what I want. When I express opinions and criticism, I usually deliver them directly to avoid miscommunication. However, if something is important enough, I will convey it structurally through their superior.
9	How do you think of Indonesian employee typically manage the conversations?	Sometimes Indonesians confuse me, what they say is unclear and lacks detail. Sometimes, reports are made without indicating who created them.
10	How do you and the Indonesia Employees usually deal with ambiguous instructions or unclear situations?	I try to understand. When something is unclear, I always ask for synonyms of difficult words. If I still don't understand, I ask them to send it in a message so I can translate it myself.
11	What do you think about the differences in communication styles, and how do they affect work outcomes or teamwork?	For me personally, this causes confusion and I worry about misunderstandings. That's why I always ask for more information so I can understand.
12	How do you and Indonesian Employee usually maintain harmony and handle disagreements or conflicts in conversations?	When there is disagreement, I believe communication should be deeper and more detailed. And such discussions should also include experience and data to strengthen the arguments. I feel that sometimes things need to be done in the Japanese style, but I tend to seek a good win-win solution for both cultures.
13	In your opinion, is communication in the workplace more focused on tasks and work, or also on building relationships and a friendly work atmosphere?	The communication system focuses more on work. However, there are certain times to strengthen relationships, such as during dinner or family gatherings.
14	In your opinion, what is the key to have effective communication with Indonesian employee?	Commitment from those present during discussions helps create mutual understanding and achieve results that meet shared expectations.

15	What are your expectations—both for Japanese expatriates and the company—to reduce conflicts caused by differences in communication styles?	I hope everyone can use words that are easy for everyone to understand. Even when I speak with fellow Japanese, I choose words that are easy to understand.
Question about Work Ethic		
16	How important is work in your life?	If I have to choose between work and other things, I put work first, then family, the surrounding environment, and so on.
17	How important are honesty and moral responsibility for you?	I believe responsibility is important because if a task is not completed, it could cause problems. As the President Director and the heart of the company, I hold an important position to ensure the company runs well.
18	How do you perceive the rules and procedure in the company?	Rules is made to avoid to reduce any disorder. Rules also made as a guideline.
19	What do you usually do when you have free time during work hours?	When I have free time, I tend to enjoy helping others. Besides that, I often look for opportunities to develop the business.
20	What does hard work mean to you?	I have to work hard because I am the President Director and I need to make sure that company is running well and get enough profit.
21	How important is self-reliance to you when working?	This is very important. As President Director, I don't just rely on instructions from headquarters. I feel I must be able to expand the business, utilize available vacant land, and independently bring profit to the company. For me, when I succeed in being independent from headquarters, I will feel happy.
22	How do you view long-term results compared to short-term satisfaction in your career?	I prefer good long-term results. This aligns with Nippon Steel Trading, which also always sets long-term targets.

23	How would you manage your tasks, schedules and time effectively?	I tend not to take on too many tasks because work will come on its own. I feel I need to manage my time well between being in the company and handling other business activities outside the office. This is necessary to ensure everyone can consult with me when they need my opinion.
24	How do you perceive the work ethic of Indonesian Employee?	I feel that Indonesians tend to be less structured, sometimes neglect their work, and are not used to self-reflection for personal improvement. I also feel that collaboration among Indonesians can be lacking. However, I find Indonesians to be diligent and honest
25	In your opinion, how can conflicts arising from differences in work Ethic between Japanese expatriates and Indonesian employees be managed and anticipated?	In my opinion, both cultures must collaborate, support each other, understand each other, and both give and accept opinions and feedback.

B. Interview Result with Mr. Tsukuda

No	Question	Answer
	Questions about Culture Clash	
1	Have you ever experienced a cultural clash with Indonesian employee?	Yes, I Have.
2	Could you describe in detail the case of that cultural clash?	What I've experienced is the significant difference in working styles and mindsets between Indonesians and Japanese.
3	What were the impacts of the cultural clash? Did it affect you personally or your teamwork?	I personally don't feel burdened by the differences in Indonesian behavior, but as a representative of Nippon Steel, I carry a great responsibility toward the company I work for. What burdens me personally is how to implement my own working style and mindset in this company in a way that brings benefit to the business.
4	How did you resolve the cultural clash?	I try to respect the culture and customs of Indonesians, and I've become accustomed to these differences. I also received information and advice from my seniors about how things work in Indonesia, so I was already prepared even before I came here.
5	What are your hopes and expectations for both Japanese Expatriate and Indonesian employee to reduce the risk of cultural clashes?	What matters most is mutual acceptance and understanding of each other's cultural habits.
	Questions about Intercultural Communication	
6	Could you describe the communication flow within the company?	The company follows a hierarchical communication flow, and I think that's a good thing.
7	What is your opinion on the importance of hierarchy in communication flow?	In Japanese culture, communication is very structured, and this applies to Japanese companies as well. It's really important.

8	How would you describe the typical communication style you experience at work for both with Japanese Expatriate and Indonesian Employee?	There's a difference between Japan and Indonesia: in Japan, I can reprimand or scold someone in public, but in Indonesia, I have to refrain from doing so, especially in public settings. That said, I use the same approach when discussing work with both Indonesians and Japanese. However, I sometimes feel confused due to language differences, so I need to be very careful with the words I use. And When I express opinions, I usually do so directly, because I worry that some information might not be conveyed properly.
9	How do you think of Indonesian employee typically manage the conversations?	I think Indonesians convey information well. Their English is fairly good, especially among those working in the office. However, factory workers tend to have more difficulty expressing themselves.
10	How do you and the Indonesia Employees usually deal with ambiguous instructions or unclear situations?	When I don't understand something, I usually ask directly.
11	What do you think about the differences in communication styles, and how do they affect work outcomes or teamwork?	The communication differences don't have a direct negative impact on me.
12	How do you and Indonesian Employee usually maintain harmony and handle disagreements or conflicts in conversations?	I always try to stay calm and avoid getting angry. I make an effort to listen carefully to the other person and express any differences in opinion. Then, I aim for two-way communication, validating whether what I said was right or wrong, and asking for their thoughts.
13	In your opinion, is communication in the workplace more focused on tasks and work, or also on building relationships and a friendly work atmosphere?	Internal communication in the company focuses mainly on work. Personal conversations outside of work are rare, though I believe they are equally important.
14	In your opinion, what is the key to have effective communication with Indonesian employee?	In my view, two-way communication is the best system to build mutual understanding.

15	What are your expectations—both for Japanese expatriates and the company—to reduce conflicts caused by differences in communication styles?	I hope local employees can express their opinions more so that stronger two-way communication can be built between superiors and subordinates.
Question about Work Ethic		
16	How important is work in your life?	I believe work is a pillar of life. Through work, I can fulfill my life, support my family, and contribute to society. In addition, working helps improve one's quality of life.
17	How important are honesty and moral responsibility for you?	I am a person with strong responsibility and integrity. Currently, I feel the company has entrusted me with the responsibility to guide IJSC to operate successfully. I feel responsible for working diligently, and by doing so, I feel satisfied and happy. I also want to leave a positive impression and legacy when I eventually leave IJSC.
18	How do you perceive the rules and procedure in the company?	We must comply with the rules, as they serve as a guideline. However, if a rule is ambiguous or doesn't make sense, we should question it—or even challenge it.
19	What do you usually do when you have free time during work hours?	I rarely have free time—only during commuting or when traveling to visit customers. I usually use that time to study English or Indonesian.
20	What does hard work mean to you?	I have to stay motivated and work hard for the sustainability of IJSC. But when I was in Japan, I worked hard to improve my skills and performance in order to get promoted and become a better employee.
21	How important is self-reliance to you when working?	Although independence is important, I'm someone who prefers to consult with others to avoid undesirable outcomes.
22	How do you view long-term results compared to short-term satisfaction in your career?	I'm long-term oriented. I want to have a bright future, so I strive to work well. However, such aspirations should remain realistic—not overly ambitious.

23	How would you manage your tasks, schedules and time effectively?	I usually make a to-do list. I don't like wasting time and always try to increase productivity.
24	How do you perceive the work ethic of Indonesian Employee?	I feel that Indonesians don't take their work too seriously. Even when mistakes are made, I feel they tend to be indifferent. They seem to focus only on the present, without thinking one or two steps ahead or considering the consequences.
25	In your opinion, how can conflicts arising from differences in work Ethic between Japanese expatriates and Indonesian employees be managed and anticipated?	In my opinion, it would be better if local employees could adopt a mindset that looks one or two steps ahead and always consider the potential impact of every decision they make.

C. Interview Result with Ms. Evi

No	Question	Answer
	Questions about Culture Clash	
1	Apakah anda pernah mengalami benturan budaya dengan Ekspatriat dari Jepang?	Pernah
2	Bisakah anda menceritakan secara detail kasus benturan budaya tersebut?	Saat itu adalah Ketos manajer saya mendadak tidak bisa bekerja lagi. Pada saat itu atasan Jepang saya sangat menganut Hierarchy yang ada pada perusahaan, dimana berdasarkan struktur organisasi, tanggung jawab tertinggi selanjutnya ada pada tangan saya. Kepergian manajer saya begitu mendadak, menuntut saya untuk memahami pekerjaan beliau secara cepat, walaupun diperlukan waktu yang cukup lama untuk belajar. Namun saya merasa tertekan Ketos atasan Jepang saya meminta data atau meminta saya menyelesaikan pekerjaan baru saya dengan cepat. Selain itu yang saya rasakan lainnya adalah para atasan Jepang selalu bertanya dengan intens, detail, dan ingin tahu banyak hal. Terkadang saya merasa tertekan dan terimadasi oleh pertanyaan nya, terlebih kita harus menjelaskannya dalam Bahasa Inggris yang bukan Bahasa utama kita, sehingga lebih sulit untuk menjelaskan dan memberikan pemahaman yang jelas.
3	Apa dampak dari benturan budaya tersebut? Adakah pengaruhnya terhadap diri anda secara personal ataupun kerja sama tim?	Dari sisi positif nya saya jadi termotivasi untuk belajar. Namun dari sisi negative nya saat itu saya sering merasa tidak nyaman, kesal, bahkan saya pernah sampai harus di rawat di Rumah Sakit karena stress dan kelelahan.
4	Bagaimana cara anda menyelesaikan benturan budaya tersebut?	Karena saya tidak bisa menyelesaikan pekerjaan tersebut sesuai dengan waktu yang diminta, seringkali Mr. Nishiyama membantu saya. Terkadang beliau juga bertanya apakah ada yang bisa dia bantu untuk menyelesaikan pekerjaan ini.

5	Apa harapan dan ekspektasi anda terhadap Ekspatriat Jepang dan sesama Karyawan Lokal untuk mengurangi resiko benturan budaya?	Harapannya para Japanese expatriates ini bisa lebih banyak melihat kondisi local employee, bagaimana pekerjaan nya saat ini. Lebih cepat dalam mengambil Keputusan. Karena berdasarkan pengalaman tersebut, memerlukan waktu yang cukup lama hingga mendapatkan suksesor untuk mengisi kekosongan jabatan manajer di tempat saya.
Questions about Intercultural Communication		
6	Dapatkah anda menceritakan bagaimana alur komunikasi dalam perusahaan?	Saya merasa perusahaan ini sangat struktural, namun karena perusahaan ini terbilang kecil, beberapa orang dapat mengerjakan beberapa pekerjaan. Sehingga saat para ekspatriat bertanya soal pekerjaan, biasanya para ekspatriat langsung kepada person incharge. Sebetulnya tidak apa-apa, itu dapat membangun kemandirian karyawan, hanya saja menurut saya atasan perlu tahu apa yang didiskusikan agar tidak ada informasi yang terputus.
7	Bagaimana tanggapan anda mengenai pentingnya hirarki dalam alur komunikasi?	Ketos ada suatu permasalahan hirarki ini sangat diperlukan. Setiap atasan perlu mengetahui apa yang dikerjakan bawahannya dan paham apa yang terjadi.
8	Bagaimana Anda menggambarkan gaya komunikasi yang biasa anda lakukan, baik dengan Ekspatriat Jepang dan Karyawan Indonesia?	Saat saya bersama orang Indonesia biasanya saya lebih tenang dan mudah karena kita memiliki bahasa yang sama, namun terbatas saat berkomunikasi dengan orang Jepang. Saya terkadang kesulitan menyampaikan makna saat berbicara dengan para ekspatriat. Terkadang kami juga perlu effort lebih untuk memahami makna apa yang dikatakan oleh para ekspatriat. Saat saya beropini dan menyampaikan saran biasanya saya katakan dengan langsung, namun para ekspatriat tersebut memerlukan opini yang berdasar pada logika.

9	Menurut anda, bagaimana para Ekspatriat Jepang di biasanya mengelola percakapan?	Para ekspatriat yang cenderung bekerja dan berkomunikasi dengan cepat, saya terkadang merasa sangat lambat saat menjawab karena saya perlu memikirkan apa yang akan saya katakan. Saat kami berkomunikasi, terkadang saya sulit mengerti makna dari apa yang dikatakan oleh mereka. Tapi ketos saya ada kesulitan, mereka juga ikut belajar dan menggunakan bahasa yang mudah dimengerti oleh orang Indonesia.
10	Bagaimana anda dan Ekspatriat Jepang biasanya menghadapi instruksi yang ambigu atau situasi yang tidak jelas?	Saya pribadi, apabila ada hal yang kurang dimengerti dari yang dikatakan para ekspatriat, saya akan mencari tahu terlebih dahulu. Para ekspatriat cenderung ikut belajar dan mencari tahu.
11	Bagaimana pendapat anda mengenai perbedaan gaya komunikasi dan pengaruhnya terhadap hasil kerja atau hasil kerja tim?	Biasanya jadwal dan ritme kerja saya terdistraksi apabila para ekspatriat Jepang menginstruksikan suatu pekerjaan dan meminta cepat.
12	Bagaimana Anda dan Ekspatriat Jepang biasanya menjaga keharmonisan dan menangani ketidaksetujuan/konflik dalam percakapan?	Biasanya saya dan para ekspatriat saling bertanya alasan mengapa atau dasar saya berpendapat seperti itu. Kami juga saling menginformasikan saran yang menurut kita terbaik. Walaupun seingkali pada akhirnya mengikuti apa kehendak para ekspatriat.
13	Menurut Anda, apakah di tempat kerja komunikasi lebih banyak fokus pada tugas dan pekerjaan, atau juga membangun hubungan dan suasana kerja yang akrab?	Sejauh ini para ekspatriat lebih fokus pada pekerjaan, namun tetap mencoba untuk menghormati dan berusaha untuk membangun hubungan baik dengan karyawannya.
14	Menurut Anda, apa kunci utama untuk mendapatkan komunikasi yang efektif dengan Ekspatriat Jepang?	Saat berbicara dengan ekspatriat Jepang, kita perlu mengetahui betul apa yang akan kita sampaikan. Lalu kita perlu mengantisipasi kemungkinan pertanyaan lanjutan yang akan dilontarkan oleh mereka.
15	Apa harapan anda, baik untuk Ekspatriat Jepang ataupun perusahaan untuk mengurangi konflik dari perbedaan gaya komunikasi?	Menurut saya baik karyawan lokal dan ekspatriat Jepang bisa memperbaiki kemampuan Bahasa Inggris masing-masing untuk mempersempit kemungkinan konflik yang akan terjadi.

	Question about Work Ethic	
16	Bagaimana anda melihat pentingnya pekerjaan dalam hidup anda?	Penting, kita memerlukan kerja untuk melanjutkan hidup. Namun demikian bekerja perlu dalam volume yang cukup saja, bekerja terlalu sibuk juga tidak terlalu baik.
17	Seberapa penting nilai kejujuran dan tanggung jawab moral untuk Anda?	Saya pribadi sangat mengutamakan kejujuran, karena saya juga ingin orang lain jujur kepada saya. Sedangkan tanggung jawab adalah saya harus menyelesaikan pekerjaan saya, ketos saya tidak dapat menyelesaikan pekerjaan, saya merasa terbebani.
18	Bagaimana pandangan anda mengenai aturan atau prosedur yang ada dalam perusahaan?	Saya merasa ada aturan-aturan yang di state oleh department HR, tapi tidak disosialisasikan kepada karyawan. Menurut saya aturan itu membantu dan mendukung perusahaan untuk berkembang.
19	Apa yang akan anda lakukan ketos memiliki waktu luang saat bekerja?	Sebetulnya saya merasa jika memiliki waktu luang lebih baik untuk mengembangkan diri, tetapi saya biasanya saya ingin istirahat dan menikmati waktu luang tersebut dengan mendengarkan musik.
20	Apa arti kerja keras bagi anda?	Kerja keras itu sesuatu yang kita lakukan untuk mencapai tujuan. Seperti yang saya ceritakan sebelumnya, dimana atasan saya pergi dengan mendadak dan ada beberapa tanggung jawab yang diberikan kepada saya. Apabila saya tidak bekerja keras saya tidak bisa mengejar apa yang menjadi tanggung jawab saya. Bekerja keras dapat memungkinkan kita mencapai hal-hal baru.
21	Bagaimana anda melihat pentingnya kemandirian saat bekerja?	Penting, karena kita saat kita bekerja terkadang kita perlu mengambil keputusan sendiri, dan kita perlu tau apakah keputusan ini adalah keputusan yang baik atau tidak.

22	Bagaimana anda melihat hasil jangka panjang dibandingkan kepuasan jangka pendek untuk karir anda?	Saya adalah tipikal orang yang menjalani hidup pada saat ini, karena apabila saya berpikir jangka panjang saya akan stress dan terbebani. Lebih baik menjalankan hidup saat ini dengan baik, dan berprasangka baik apabila saya bekerja dengan baik saat ini, dimasa yang akan datang hal yang akan baik juga.
23	Bagaimana cara anda mengelola tugas, jadwal, dan waktu anda secara efektif?	Saya adalah orang yang kurang terstruktur dan tidak terjadwal.
24	Bagaimana anda melihat etos kerja para Ekspatriat Jepang?	Saya melihat para Ekspatriat Jepang diperusahaan ini memandang pekerjaan sesuatu yang utama. Mereka sangat perfeksionis, dan akan bangga apabila output yang mereka kerjakan dalam keadaan sempurna dan tanpa kesalahan.
25	Menurut anda, bagaimana cara mengelola dan mengantisipasi konflik yang terjadi karena adanya perbedaan antara etos kerja Ekspatriat Jepang dan Karyawan Indonesia?	Saya harap para Ekspatriat Jepang mampu menyamakan ritme bekerja dengan karyawan Indonesia agar tercipta kolaborasi dengan baik.

D. Interview Result with Mr. Rangga

No	Question	Answer
	Questions about Culture Clash	
1	Apakah anda pernah mengalami benturan budaya dengan Ekspatriat dari Jepang?	Pernah
2	Bisakah anda menceritakan secara detail kasus benturan budaya tersebut?	1. Pembayaran dari pelanggan harus tepat waktu, Ketos beberapa customer local merasa keterlambatan 1-2 hari bisa ditoleransi 2. Terkadang para Japanese expatriates mempertanyakan kebijakan pemerintah Indonesia yang diluar ranah kapasitas employee. 3. Curiosity tinggi, ingin tahu banyak hal, intimidasi, walaupun saya tau itu untuk make it clear.
3	Apa dampak dari benturan budaya tersebut? Adakah pengaruhnya terhadap diri anda secara personal ataupun kerja sama tim?	1. Menghambat pekerjaan dan kesulitan saat menjalankan pekerjaan. 2. Tertekan saat para Japanese expatriates menanyakan soal payment. Mengharuskan follow up secara intens dengan customer. 3. Merasa tidak nyaman secara personal, merasa bahwa para Japanese expatriates menganggap karyawan tidak profesional dan tidak bisa menyelesaikan pekerjaan
4	Bagaimana cara anda menyelesaikan benturan budaya tersebut?	1. Evidence email untuk segala data atau informasi yang diperlukan dari customer 2. Penjelasan yang logis dan detail 3. Mengerti karakter secara personal 4. Menjelaskan data, sebab akibat, memprediksi pertanyaan lanjutan dari statement yang akan kita sampaikan.

5	Apa harapan dan ekspektasi anda terhadap Ekspatriat Jepang dan sesama Karyawan Lokal untuk mengurangi resiko benturan budaya?	Sejauh ini saya merasa bahwa para Japanese expatriates ini bekerja secara professional, hanya saja menurut saya para Japanese expatriates perlu lebih mengerti kebiasaan-kebiasaan yang dilakukan oleh orang Indonesia.
Questions about Intercultural Communication		
6	Dapatkah anda menceritakan bagaimana alur komunikasi dalam perusahaan?	Untuk komunikasi dalam hal pekerjaan perlu dilakukan secara struktural.
7	Bagaimana tanggapan anda mengenai pentingnya hirarki dalam alur komunikasi?	Menurut saya penting, hirarki dalam berkomunikasi itu penting untuk menghindari miss-komunikasi yang diakibatkan dari perbedaan makna yang diterima. Misal para Ekspatriat Jepang langsung menegur operator, nanti operator mungkin akan merasakan ketidaknyamanan, terlebih para operator tidak native dalam berbahasa Inggris. Jadi lebih baik teguran itu disampaikan kepada atasannya, dan nanti atasannya yang menegur kepada operator tersebut.
8	Bagaimana Anda menggambarkan gaya komunikasi yang biasa anda lakukan, baik dengan Ekspatriat Jepang dan Karyawan Indonesia?	Gaya komunikasi yang saya lakukan itu akan berbeda ke setiap orang, saya melihat karakter masing-masing orang, bukan hanya Ekspatriat Jepang dan karyawan lokal saja. Saya melakukan pendekatan karakter. Namun memang, apabila saya berbicara dengan Ekspatriat Jepang saya perlu lebih terencana, saya harus tahu masalahnya apa, potensi dampak yang akan timbul apa, saya juga harus memikirkan juga solusi yang harus saya berikan apa. Jangan sampai kita berbicara hanya membawa masalah saja. Saya biasanya menyampaikan opini atau kritik secara langsung, tetapi tetap menjaga kalimat dan tata krama dengan baik. dalam hal menegur seseorang saya biasanya sampaikan secara personal tidak didepan umum, saya tanyakan dahulu apa masalahnya, lalu saya tegur.

9	Menurut anda, bagaimana para Ekspatriat Jepang di perusahaan biasanya mengelola percakapan?	Biasanya para Ekspatriat Jepang selalu berkomunikasi secara terstruktur, maka dari itu kita pun perlu menjelaskan secara struktural. Para Ekspatriat Jepang selalu menanyakan dengan detail, terlebih apabila informasi yang kita sampaikan kurang jelas, hal ini untung menggali lebih dalam terhadap sesuatu informasi.
10	Bagaimana anda dan Ekspatriat Jepang biasanya menghadapi instruksi yang ambigu atau situasi yang tidak jelas?	Apabila dalam konteks bahasa biasanya kita langsung panggil intepreter untuk mengartikannya. Sedangkan untuk konteks makna biasanya saya langsung tanya, to the point, terkadang saya tanya kembali apakah makna yang saya terima sudah benar atau belum.
11	Bagaimana pendapat anda mengenai perbedaan gaya komunikasi dan pengaruhnya terhadap hasil kerja atau kerja sama tim?	Kalau saya pribadi tidak ada kesulitan yang signifikan, karena saya melakukan pendekatan karakter. Hal tersebut saya dapatkan karena saya berpengalaman untuk berkomunikasi dengan banyak orang banyak seperti customer. Namun hal ini tidak dapat dilakukan oleh teman-teman yang bekerja secara internal yang komunikasinya terbatas. Mungkin mereka agak lebih kesulitan.
12	Bagaimana Anda dan Ekspatriat Jepang biasanya menjaga keharmonisan dan menangani ketidaksetujuan/ konflik dalam percakapan?	Saya pernah mengalami pembicaraan yang cukup panas antara saya dan Ekspatriat Jepang, pada akhirnya saya dan Ekspatriat tersebut saling meminta maaf dan setelah itu kondisi dan situasi menjadi baik lagi. Namun untuk Mr. Tsukuda saya melihat dia selalu berkonsensus, dia selalu menanyakan opini saya <i>"how do you think?"</i> terhadap hal-hal yang tidak dia setujui.
13	Menurut Anda, apakah di tempat kerja komunikasi lebih banyak fokus pada tugas dan pekerjaan, atau juga membangun hubungan dan suasana kerja yang akrab?	Kalau saya pribadi lebih mengutamakan keharmonisan dengan sesama karyawan, sedangkan para Ekspatriat Jepang hanya berfokus pada pekerjaan.

14	Menurut Anda, apa kunci utama untuk mendapatkan komunikasi yang efektif dengan Ekspatriat Jepang?	Ketos berbicara dengan Ekspatriat Jepang akan lebih baik divisualisasikan dengan gambar atau bagan, jangan essay atau dalam kalimat. Dengan gambar atau bagan penjelasan bisa lebih terurai, dan kita bisa lebih mudah mencari inti pembicaraan dan solusi. Selain itu kunci utama yang lainnya ada jujur, dengan jujur pembicaraan akan lebih mengalir, tanpa terbata-bata. Apabila kita melakukan kesalahan pun kita harus minta maaf, dan tidak perlu ditutupi.
15	Apa harapan anda, baik untuk Ekspatriat Jepang ataupun perusahaan untuk mengurangi konflik dari perbedaan gaya komunikasi?	Sejauh ini saya merasa bahwa para Japanese expatriates ini bekerja secara profesional, hanya saja menurut saya para Japanese expatriates perlu lebih mengerti kebiasaan-kebiasaan yang dilakukan oleh orang Indonesia, begitu pun sebaliknya. Selain itu dengan lebih memahami karakter akan lebih mudah untuk kita dalam meminimalisasi konflik.
Question about Work Ethic		
16	Bagaimana anda melihat pentingnya pekerjaan dalam hidup anda?	Jika menggunakan skala 1 - 5, dan 5 tertinggi saya memilih pekerjaan di nomor 3. Menurut saya ada hal yang lebih penting seperti keluarga dan hal lainnya. Saya bekerja untuk hidup, dan hidup pun tidak selamanya untuk bekerja.
17	Seberapa penting nilai kejujuran dan tanggung jawab moral untuk Anda?	Penting sekali, apabila perlu ditetapkan dalam skala, saya memilih 5.
18	Bagaimana pandangan anda mengenai aturan atau prosedur yang ada dalam perusahaan?	Saya merasa aturan itu baik, tetapi saya merasa semakin banyak aturan, belum tentu semakin baik. Karena bisa saja jadi saling mengandalkan satu sama lain. Jadi menurut saya lebih baik dibuat aturan yang simple, tetapi aturan itu bersifat esensial, jelas, dan pasti. Khususnya untuk penanggung jawab dan sebab akibat apabila aturan itu dilanggar.

19	Apa yang akan anda lakukan ketos memiliki waktu luang saat bekerja?	Saya biasanya melakukan pendekatan secara personal kepada team saya dan melakukan perbincangan ringan. Saya ketos menjadi karyawan, saya pun senang sekali ketos atasan saya menanyakan hal-hal ringan, menunjukkan bahwa atasan saya memberikan perhatian dan peduli terhadap saya.
20	Apa arti kerja keras bagi anda?	kalau menurut saya setiap orang itu bekerja keras dalam versinya masing-masing. Menurut saya kerja keras itu penting, tetapi kedisiplinan tetap lebih utama.
21	Bagaimana anda melihat pentingnya kemandirian saat bekerja?	Penting dalam batasan tertentu. Selama dalam batas norma dan tidak menimbulkan masalah. Menurut saya segala sesuatu perlu dikoordinasikan. Apabila dalam skala 1 sampai 5, kemandirian dalam skala 4. Mandiri perlu, tetapi jangan terlalu percaya diri dalam hal-hal krusial.
22	Bagaimana anda melihat hasil jangka panjang dibandingkan kepuasan jangka pendek untuk karir anda?	Selama saya bekerja, saya tidak pernah terpikir untuk bertahan lama dalam perusahaan, karena kita tidak tahu apa yang akan terjadi dalam kehidupan kita. Saya hanya berkomitmen, jika saya harus pindah dari perusahaan ini, saya tetap setia kepada pekerjaan saya sebagai sales. Intinya, saya dipercaya saat ini, saya akan mejalani peran itu sebaik-baiknya.
23	Bagaimana cara anda mengelola tugas, jadwal, dan waktu anda secara efektif?	Saya memiliki jadwal-jadwal tertentu saat bekerja. Misal saya pagi akan cek email dan pekerjaan internal, mulai jam 10 saya biasanya mulai kontak customer untuk hal-hal yang berkaitan dengan customer, dan meeting di siang atau sore hari. Saya cukup terstruktur tetapi tidak kaku dan terencana. Kita harus bisa memprioritaskan pekerjaan mana yang perlu dilakukan terlebih dahulu.

24	Bagaimana anda melihat etos kerja para Ekspatriat Jepang?	Luar biasa, terlebih Mr. Nishiyama, dia sangat detail dan banyak sekali yang dia kerjakan, dari mulai finance, import, dan dia setiap hari akan berkeliling ke pabrik setiap pagi dan sore, dan saya salut sekali terhadap beliau. Dia tidak menganggap dirinya sebagai President Direktur, tetapi sebagai karyawan dari Nippon Steel Trading. Secara etos kerja dari skala 1 - 5, orang jepang itu ada di skala 4,5.
25	Menurut anda, bagaimana cara mengelola dan mengantisipasi konflik yang terjadi karena adanya perbedaan antara etos kerja Ekspatriat Jepang dan Karyawan Indonesia?	Saya merasa sense of belonging para Ekspatriat Jepang itu tinggi terhadap perusahaan. Mereka merasa IJSC itu rumah yang harus mereka jaga. Sedangkan karyawan Indonesia merasa IJSC ini hanya tempat untuk bekerja. Menurut saya sense of belonging dari kedua pihak harus dijaga. Adaptasi terhadap hal-hal baik dari Ekspatriat Jepang pun tidak ada salahnya untuk diikuti.

E. Interview Result with Mr. Fajar

No	Question	Answer
	Questions about Culture Clash	
1	Apakah anda pernah mengalami benturan budaya dengan Ekspatriat dari Jepang?	Pernah
2	Bisakah anda menceritakan secara detail kasus benturan budaya tersebut?	1. Perbedaan etos kerja Dimana jepang sangat ketat sedangkan orang Indonesia selalu compromise dan terlalu santai 2. Bahasa. Karena Indonesia dan Japanese bukan English native speaker sehingga perlu mencerna lebih lama saat berkomunikasi 3. Orang jepang hanya menyampaikan informasi secara implisit dan ke beberapa orang saja. Tidak menyebarkan informasi secara merata. 4. Adu argumentasi terkait pekerjaan. Adanya perbedaan ekspektasi dari atasan jepang, dengan apa yang dikerjakan oleh saya.
3	Apa dampak dari benturan budaya tersebut? Adakah pengaruhnya terhadap diri anda secara personal ataupun kerja sama tim?	Walaupun tidak signifikan benturan budaya tersebut memberikan ketidaknyamanan dan kekecewaan secara personal. Namun untuk motivasi kerja masih terjaga.
4	Bagaimana cara anda menyelesaikan benturan budaya tersebut?	Karena disini kami sebagai sub-ordinate kami mencoba memaklumi dan menuruti apa yang diminta oleh atasan (case disini adalah para expatriate)
5	Apa harapan dan ekspektasi anda terhadap Ekspatriat Jepang dan sesama Karyawan Lokal untuk mengurangi resiko benturan budaya	Ekspektasi nya adalah setiap informasi bisa disampaikan secara eksplisit, diinformasikan secara ke setiap orang yang terkait, tanpa perlu diminta, terlebih apabila informasi tersebut berhubungan dengan pekerjaan. Saya berharap adanya diskusi tatap muka, sharing session, dan kesempatan bicara agar menciptakan keterbukaan dan membangun cooperative environment.

Questions about Intercultural Communication		
6	Dapatkah anda menceritakan bagaimana alur komunikasi dalam perusahaan?	Secara standard perusahaan ini menerapkan komunikasi secara struktural dan berdasarkan hirarki, tetapi tidak menutup kemungkinan komunikasinya direct dan ada intervensi dari pihak lain.
7	Bagaimana tanggapan anda mengenai pentingnya hirarki dalam alur komunikasi?	Menurut saya wajib dan sangat penting. Hirarki dalam komunikasi menjadi sebuah panduan terhadap dalam menyampaikan informasi dalam perusahaan.
8	Bagaimana Anda menggambarkan gaya komunikasi yang biasa anda lakukan, baik dengan Ekspatriat Jepang dan Karyawan Indonesia?	Dengan sesama orang Indonesia saya tidak terlalu sulit karena memiliki bahasa dan kebiasaan yang sama, tetapi ketos bersama dengan Ekspatriat Jepang, kita harus memulai dengan gestur yang baik, bahasa yang baik, tersistematis dan struktural. Karena para Ekspatriat Jepang ini merupakan atasan kita, sebisa mungkin kita harus berusaha menjelaskan dengan benar agar mereka mengerti.
9	Menurut anda, bagaimana para Ekspatriat Jepang di biasanya mengelola percakapan?	Yang saya lihat para Ekspatriat Jepang selalu berusaha memahami apa yang kita bicarakan, begitu juga dengan karyawan lokal. Terkadang kita sebagai orang Indonesia menyisipkan Bahasa Indonesia apabila sudah kesulitan berbahasa Inggris, lama kelamaan para Ekspatriat ikut belajar dan mengerti Bahasa Indonesia tersebut. Untuk pekerjaan, mereka sangat baik dalam menjelaskan teknis pekerjaan dan bagaimana pekerjaan itu harus dilakukan, tapi terkadang saya kesulitan dalam mengerti makna, maksud, dan keinginan dari instruksi yang diberikan. Kadang saya perlu waktu ekstra untuk memahami itu. Terlebih Mr. Tsukuda yang tidak banyak bicara terkadang membuat saya bingung. Namun ketos ada opini dan pendapat biasanya mereka menyampaikannya secara langsung.

10	Bagaimana anda dan Ekspatriat Jepang biasanya menghadapi instruksi yang ambigu atau situasi yang tidak jelas?	Saya akan tanya langsung dan meminta mereka menjelaskan lebih lanjut dengan kata atau kalimat lain yang lebih mudah dimengerti.
11	Bagaimana pendapat anda mengenai perbedaan gaya komunikasi dan pengaruhnya terhadap hasil kerja atau kerja sama tim?	Untuk saya pribadi tidak ada pengaruh yang cukup signifikan, tetapi yang menjadi kendala adalah talk-active atau tidaknya. Apabila tidak talk-active sulit untuk dimengerti.
12	Bagaimana Anda dan Ekspatriat Jepang biasanya menjaga keharmonisan dan menangani ketidaksetujuan/ konflik dalam percakapan?	Melakukan komunikasi lanjutan dengan cara bertukar pikiran, pendapat, ide, tetapi dengan goals yang sama.
13	Menurut Anda, apakah di tempat kerja komunikasi lebih banyak fokus pada tugas dan pekerjaan, atau juga membangun hubungan dan suasana kerja yang akrab?	Dua hal ini merupakan hal yang dilakukan dalam perusahaan. Tetapi yang saya lihat memang lebih berfokus pada pekerjaan, sesuai dengan pandangan kita terhadap para Ekspatriat Jepang yang cenderung <i>workaholic</i> . Untuk pembicaraan yang ringan dan membangun keharmonisan biasanya dilakukan di kegiatan-kegiatan tertentu, saat makan malam misalnya.
14	Menurut Anda, apa kunci utama untuk mendapatkan komunikasi yang efektif dengan Ekspatriat Jepang?	Setiap orang perlu memberikan usaha untuk mencapai kesepahaman melalui bahasa Inggris yang lancar dan mudah dimengerti.
15	Apa harapan anda, baik untuk Ekspatriat Jepang ataupun perusahaan untuk mengurangi konflik dari perbedaan gaya komunikasi?	Saya harap tidak menormalisasi komunikasi dengan intervensi dan biasakan komunikasi struktural. Selain itu saya berharap adanya diskusi tatap muka, <i>sharing session</i> , dan kesempatan bicara agar menciptakan <i>chemistry</i> , keterbukaan, membangun <i>cooperative environment</i> , dan atmosfir yang nyaman. Dulu ini sering dilakukan, tapi sekarang tidak pernah dilakukan sehingga suasana menjadi sangat kaku.
Question about Work Ethic		
16	Bagaimana anda melihat pentingnya pekerjaan dalam hidup anda?	Pekerjaan merupakan hal yang sangat penting, pekerjaan mampu memenuhi kehidupan. Tapi menurut saya pekerjaan bukan yang utama, ada hal yang lebih penting.

17	Seberapa penting nilai kejujuran dan tanggung jawab moral untuk Anda?	Kejujuran dan tanggung jawab moral itu sangat penting sekali. Saya menganggap kejujuran dan tanggung jawab adalah hal yang berpengaruh pada keberlangsungan perusahaan.
18	Bagaimana pandangan anda mengenai aturan atau prosedur yang ada dalam perusahaan?	Saya menganggap aturan dan prosedur merupakan hal untuk menjaga keteraturan dan kestabilan perusahaan. Dengan aturan kita tetap berjalan pada norma yang berlaku.
19	Apa yang akan anda lakukan ketos memiliki waktu luang saat bekerja?	Untuk saya pribadi, saya biasanya mempercepat pekerjaan yang akan tiba selanjutnya, dan apabila pekerjaan itu sudah selesai, saya biasanya pergi ke pabrik untuk melakukan kontrol truk dan melihat kondisi material atau gudang.
20	Apa arti kerja keras bagi anda?	Kerja keras itu adalah darah daging. Apabila tidak kerja keras, kita tidak dapat hidup. Dengan bekerja keras kita akan mendapat apa yang kita inginkan baikpun cepat ataupun lambat.
21	Bagaimana anda melihat pentingnya kemandirian saat bekerja?	Sangat penting sekali. Kita tidak bisa bergantung pada siapapun. Dulu saya sempat bergantung pada atasan saya yang terdahulu, ketos dia kembali ke Jepang pada akhirnya saya kesulitan. Setelah itu saya berusaha untuk mandiri, sehingga apabila ada pergantian atasan akan tetap mudah untuk saya.
22	Bagaimana anda melihat hasil jangka panjang dibandingkan kepuasan jangka pendek untuk karir anda?	Saya memilih hasil jangka panjang, walaupun perlu menunggu yang lama, karena untuk jangka pendek lebih mudah diatur. Saya lebih baik kesulitan saat ini, tapi mudah di masa yang akan datang.
23	Bagaimana cara anda mengelola tugas, jadwal, dan waktu anda secara efektif?	Biasanya saya membuat tabel jadwal. Untuk setiap hari dan setiap bulan.
24	Bagaimana anda melihat etos kerja para Ekspatriat Jepang?	Untuk etos kerja para Ekspatriat Jepang selalu stabil dari saat saya mulai kerja disini. Tidak pernah turun sedikitpun. Apalagi dengan Mr. Nishiyama, saya rasa dia memiliki etos kerja yang luar biasa tinggi dan semangat.

25	Menurut anda, bagaimana cara mengelola dan mengantisipasi konflik yang terjadi karena adanya perbedaan antara etos kerja Ekspatriat Jepang dan Karyawan Indonesia?	Saling memahami karakter secara personal, dengan memahami karakter akan lebih mudah dan meminimalisasi gap yang mungkin terjadi.
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F. Interview Result with Mr. Joko

No	Question	Answer
	Questions about Culture Clash	
1	Apakah anda pernah mengalami benturan budaya dengan Ekspatriat dari Jepang?	Pernah
2	Bisakah anda menceritakan secara detail kasus benturan budaya tersebut?	1. Ekspatriat Jepang terkenal sangat professional tanpa memperhatikan perasaan lawan bicara, <i>straight to the point</i> sedangkan orang Indonesia banyak pertimbangan dan toleransi. Mereka sangat mengutamakan waktu saat kerja. Terkadang diwaktu untuk keluarga atau hari liburpun masih bekerja. 2. Jepang sangat baik dalam kedisiplinan dan perencanaan, sedangkan orang Indonesia tidak begitu, namun demikian kita sebagai orang Indonesia bisa mencontoh dan meniru hal baik ini. 3. Bahasa, terkadang terjadi kesalahpahaman karena baik Indonesia dan Japanese merupakan <i>non-native English speaker</i>, sehingga perlu diskusi panjang dan lama. Sering jadi hal ini terjadi saat meeting.
3	Apa dampak dari benturan budaya tersebut? Adakah pengaruhnya terhadap diri anda secara personal ataupun kerja sama tim?	Untuk saya sendiri tidak ada masalah yang signifikan, walaupun konflik kecil sering terjadi.
4	Bagaimana cara anda menyelesaikan benturan budaya tersebut?	1. Memberikan pemahaman mengenai budaya Indonesia dan melakukan pendekatan secara personal melalui pembicaraan santai. Saya biasanya akan bicara dan menjelaskan saat meeting sudah selesai agar tetap menjaga harga diri dari masing-masing pihak. 2. Perusahaan pusat juga memberikan training untuk orang-orang tertentu, dilakukan secara online dan satu tahun sekali.

5	Apa harapan dan ekspektasi anda terhadap Ekspatriat Jepang dan sesama Karyawan Lokal untuk mengurangi resiko benturan budaya?	Hal yang paling utama adalah saling memahami dan saling memaklumi agar tetap tercipta suasana kerja yang harmonis.
Questions about Intercultural Communication		
6	Dapatkah anda menceritakan bagaimana alur komunikasi dalam perusahaan?	Kalau yang saya alami sesuai dengan struktur untuk menghindari misskomunikasi.
7	Bagaimana tanggapan anda mengenai pentingnya hirarki dalam alur komunikasi?	Sangat penting dan memang seharusnya seperti itu.
8	Bagaimana Anda menggambarkan gaya komunikasi yang biasa anda lakukan, baik dengan Ekspatriat Jepang dan Karyawan Indonesia?	Ketos kita berbicara dengan Ekspatriat Jepang, kita perlu to the point, logis, dan terstruktur. Mereka tidak bertele-tele. Sedangkan dengan orang Indonesia kita perlu ada prolog dan basa-basinya terlebih dahulu. Saat saya menyampaikan opini saya juga sampaikan langsung dan terbuka.
9	Menurut anda, bagaimana para Ekspatriat Jepang di biasanya mengelola percakapan?	Saya melihat mereka berbicara dengan hati-hati, memilih kata-kata yang baik dan sopan.
10	Bagaimana anda dan Ekspatriat Jepang biasanya menghadapi instruksi yang ambigu atau situasi yang tidak jelas?	Biasanya saya langsung bertanya, tidak ditunda.
11	Bagaimana pendapat anda mengenai perbedaan gaya komunikasi dan pengaruhnya terhadap hasil kerja atau kerja sama tim?	Kalau saya pribadi tidak merasa pengaruhnya secara signifikan, tetapi tentu saja friksi dan konflik kecil selalu ada.
12	Bagaimana Anda dan Ekspatriat Jepang biasanya menjaga keharmonisan dan menangani ketidaksetujuan/ konflik dalam percakapan?	Apabila ada konflik dalam forum, saya biasanya berhenti terlebih dahulu dan memberikan jeda. Saya selalu menjaga ego mereka karena mereka memiliki posisi dan wewenang dalam perusahaan. Setelah itu saya melakukan komunikasi yang lebih lanjut, empat mata, dan meluruskan masalahnya.
13	Menurut Anda, apakah di tempat kerja komunikasi lebih banyak fokus pada tugas dan pekerjaan, atau juga membangun hubungan dan suasana kerja yang akrab?	Sistem komunikasi disini cenderung berfokus pada pekerjaan, namun demikian tetap menjaga keharmonisan karyawan di saat-saat tertentu.

14	Menurut Anda, apa kunci utama untuk mendapatkan komunikasi yang efektif dengan Ekspatriat Jepang?	Membaca situasi dan kondisi lawan bicara saat memulai pembicaraan, bicara fakta, dan berdasarkan fakta.
15	Apa harapan anda, baik untuk Ekspatriat Jepang ataupun perusahaan untuk mengurangi konflik dari perbedaan gaya komunikasi?	Saling memahami perbedaan budaya yang ada dan saling memberikan toleransi.
Question about Work Ethic		
16	Bagaimana anda melihat pentingnya pekerjaan dalam hidup anda?	Pekerjaan itu wajib, sebagai ibadah, dan untuk mencari nafkah untuk keluarga. Sedangkan yang utama untuk saya adalah keluarga.
17	Seberapa penting nilai kejujuran dan tanggung jawab moral untuk Anda?	Kejujuran adalah nilai dasar dimanapun kita berada. Apabila kita tidak jujur, kedepannya akan ada ketidak jujuran yang lain. Hidup juga tidak akan tenang.
18	Bagaimana pandangan anda mengenai aturan atau prosedur yang ada dalam perusahaan?	Aturan itu penting, karena aturan itu berperan sebagai pedoman dalam berbagai kegiatan, selama aturan itu tidak menyalahi norma dalam agama dan hukum negara.
19	Apa yang akan anda lakukan ketos memiliki waktu luang saat bekerja?	Saya lebih senang untuk upgrade diri saya sendiri dan saya biasanya berkomunikasi dengan orang lain. Saya harus membangun hubungan baik dengan orang, memahami orang lain, khususnya dengan pelanggan, agar memudahkan pekerjaan kita.
20	Apa arti kerja keras bagi anda?	Kerja keras itu bekerja sesuai dengan kemampuan, seoptimal yang kita bisa, dan sesuai dengan jalur dan normal. Bekerja keras saja tidak cukup, tetapi kita perlu kerja cerdas.
21	Bagaimana anda melihat pentingnya kemandirian saat bekerja?	Pada dasarnya manusia itu tidak bisa bekerja sendiri, tetapi kemandirian dalam bekerja itu suatu keharusan. Karena dalam bekerja kita terkadang harus mengambil keputusan, dan keputusan itu harus bisa dipertanggung jawabkan.
22	Bagaimana anda melihat hasil jangka panjang dibandingkan kepuasan jangka pendek untuk karir anda?	Saya pribadi memilih hasil jangka panjang, karena kita bukan hidup untuk saat ini saja. Tetapi tetap melakukan yang terbaik untuk saat ini.

23	Bagaimana cara anda mengelola tugas, jadwal, dan waktu anda secara efektif?	Saya biasanya menggunakan skala prioritas untuk setiap pekerjaan. Lihat mana yang mendesak, mana yang mendekati <i>due date</i> . Karena apabila dikerjakan semua secara bersamaan, output pekerjaan tidak akan maksimal.
24	Bagaimana anda melihat etos kerja para Ekspatriat Jepang?	Saya melihat Ekspatriat Jepang selalu mengutamakan pekerjaan. Mereka hidup untuk bekerja. Selain itu mereka cenderung visioner, melihat beberapa langkah kedepan.
25	Menurut anda, bagaimana cara mengelola dan mengantisipasi konflik yang terjadi karena adanya perbedaan antara etos kerja Ekspatriat Jepang dan Karyawan Indonesia?	Utamanya adalah dengan mengenal lebih dekat secara personal, setelah mengenal biasanya lebih memahami, dan kita bisa meminimalisasi konflik yang mungkin terjadi.

G. Interview Result with Mr. Arief

No	Question	Answer
	Questions about Culture Clash	
1	Apakah anda pernah mengalami benturan budaya dengan Ekspatriat dari Jepang?	Pernah
2	Bisakah anda menceritakan secara detail kasus benturan budaya tersebut?	1. Para Karyawan Jepang sangat ketat sedangkan orang Indonesia lebih banyak kompromi. 2. Komunikasi, Japanese selalu ingin tahu secara detail, tetapi sebagai sebagai seorang subordinate merasa terintimidasi. 3. Komitmen Japanese terhadap Japanese customer yang sangat tinggi terkadang tidak memperhatikan kondisi pegawai local, misalnya ada permintaan pengiriman urgent dan harus dilakukan. Padahal kondisi sudah sore, terkadang material perlu diproses sehingga memerlukan waktu lama dan terkadang overtime.
3	Apa dampak dari benturan budaya tersebut? Adakah pengaruhnya terhadap diri anda secara personal ataupun kerja sama tim?	Dari sisi positif, saya lebih mempersiapkan diri dan data lebih lengkap, dampak negatif nya adalah kita enggan bertanya atau menyampaikan informasi tersebut kepada orang Jepang, karena merasa data yang perlu disiapkan lebih lengkap. Hal tersebut bisa menghambat pekerjaan dan tidak bisa bekerja lebih cepat. Terkadang saya juga merasa kecewa karena terkadang permintaan dari customer tersebut terjadi berulang, tetapi permintaan tersebut tetap harus dilaksanakan.
4	Bagaimana cara anda menyelesaikan benturan budaya tersebut?	Pekerjaan tetap saya kerjakan, walaupun saya harus berkonflik dengan departemen lain.
5	Apa harapan dan ekspektasi anda terhadap Ekspatriat Jepang dan sesama Karyawan Lokal untuk mengurangi resiko benturan budaya?	Harapannya para Japanese expatriates bisa membantu, support, dan bantu negosiasi dengan Japanese customer. Karena hal tersebut merupakan permintaan urgent yang terjadi secara berulang.

	Questions about Intercultural Communication	
6	Dapatkah anda menceritakan bagaimana alur komunikasi dalam perusahaan?	Komunikasi dalam perusahaan sebetulnya berdasarkan hirarki, tetapi tetap <i>case by case</i> .
7	Bagaimana tanggapan anda mengenai pentingnya hirarki dalam alur komunikasi?	Hirarki itu sebenarnya penting, alur komunikasi itu harus merunut agar komunikasi tidak terputus.
8	Bagaimana Anda menggambarkan gaya komunikasi yang biasa anda lakukan, baik dengan Ekspatriat Jepang dan Karyawan Indonesia?	Ketos saya berkomunikasi dengan karyawan lokal, biasanya saya lebih santai dan bercanda, tetapi dengan Ekspatriat Jepang saya lebih serius, kaku, terstruktur. Ketos saya memiliki pendapat, saran, atau kritik biasanya saya laporkan dulu keatasan saya, untuk berkonsultasi.
9	Menurut anda, bagaimana para Ekspatriat Jepang di biasanya mengelola percakapan?	Terkadang ada kosakata yang kurang dimengerti, tetap mereka sebisa mungkin menyampaikan dengan kata yang mudah.
10	Bagaimana anda dan Ekspatriat Jepang biasanya menghadapi instruksi yang ambigu atau situasi yang tidak jelas?	Apabila makna dari pembicaraan itu sangat tidak dimengerti biasanya saya tanyakan langsung, tetapi apabila maknanya cukup saya mengerti biasanya saya cari tahu dulu sendiri.
11	Bagaimana pendapat anda mengenai perbedaan gaya komunikasi dan pengaruhnya terhadap hasil kerja atau kerja sama tim?	Untuk berbicara dengan Ekspatriat Jepang biasanya saya perlu berpikir dan mempersiapkan terlebih dahulu, sehingga terkadang saya perlu waktu yang sedikit lebih lama untuk memulai pertanyaan dan pekerjaan.
12	Bagaimana Anda dan Ekspatriat Jepang biasanya menjaga keharmonisan dan menangani ketidaksetujuan/ konflik dalam percakapan?	Biasanya saya sanggah terlebih dahulu dengan cara sopan, terkadang mereka kurang bisa terima dengan sanggahan tersebut. Pada akhirnya saya terpaksa untuk menyetujuinya.
13	Menurut Anda, apakah di tempat kerja komunikasi lebih banyak fokus pada tugas dan pekerjaan, atau juga membangun hubungan dan suasana kerja yang akrab?	Sejauh yang saya rasakan, komunikasi hanya berfokus pada pekerjaan saja.
14	Menurut Anda, apa kunci utama untuk mendapatkan komunikasi yang efektif dengan Ekspatriat Jepang?	Bicara dengan data dan cara penyampaiannya harus terstruktur, bagaimana atasan bisa menerima informasi secara lengkap dan tidak membuat bingung.

15	Apa harapan anda, baik untuk Ekspatriat Jepang ataupun perusahaan untuk mengurangi konflik dari perbedaan gaya komunikasi?	Saya berharap ada training Bahasa Jepang dari perusahaan untuk meminimalisasi kesalahpahaman.
Question about Work Ethic		
16	Bagaimana anda melihat pentingnya pekerjaan dalam hidup anda?	Jika ada prioritas, saya menempatkan pekerjaan setelah keluarga. Tapi bukan berarti keluarga menjadi halangan karena kita juga tetap harus profesional.
17	Seberapa penting nilai kejujuran dan tanggung jawab moral untuk Anda?	Jujur dan tanggung jawab moral itu sangat penting, merupakan unsur nomor satu saat bekerja.
18	Bagaimana pandangan anda mengenai aturan atau prosedur yang ada dalam perusahaan?	Aturan dan prosedur itu penting karena aturan itu adalah pedoman dan menjadi suatu standard pekerjaan diselesaikan. Hal itu juga bisa menjaga perusahaan dari hal-hal yang tidak kita inginkan dan hal-hal yang tercela.
19	Apa yang akan anda lakukan ketos memiliki waktu luang saat bekerja?	Biasanya saya menghabiskan waktu dengan istirahat sejenak atau ke pabrik untuk refreshing.
20	Apa arti kerja keras bagi anda?	Kerja keras itu lebih cenderung ke tanggung jawab untuk menyelesaikan pekerjaan, bukan kerja secara berlebihan.
21	Bagaimana anda melihat pentingnya kemandirian saat bekerja?	Kemandirian itu perlu agar tidak menyusahkan orang lain. Walaupun demikian menurut saya pekerjaan itu perlu bantuan dari orang lain, kadang kita juga masukan dari orang lain.
22	Bagaimana anda melihat hasil jangka panjang dibandingkan kepuasan jangka pendek untuk karir anda?	Saya bekerja saat ini untuk hasil jangka panjang. Saya lebih baik sibuk dan susah saat ini.
23	Bagaimana cara anda mengelola tugas, jadwal, dan waktu anda secara efektif?	Saya biasanya mempunyai list apa saja yang harus dikerjakan, disusun juga menurut prioritas, tetapi jika tidak urgent, biasanya saya tunda hingga besok.
24	Bagaimana anda melihat etos kerja para Ekspatriat Jepang?	Luar biasa tinggi. Rajin, detail, dan perfeksionis dalam segala hal.

25	Menurut anda, bagaimana cara mengelola dan mengantisipasi konflik yang terjadi karena adanya perbedaan antara etos kerja Ekspatriat Jepang dan Karyawan Indonesia?	Menurut saya saling memahami dan saling memaklumi merupakan hal yang paling utama
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H. Interview Result with Mr. Matsumoto

No.	Item	Question	Answer
1	Work Ethic (Perception of Work)	“Based on previous interview results, it was found that Japanese expatriates tend to place work as the top priority in their lives, while local Indonesian employees prioritize family. What is your view on this difference in values?”	We, as Japanese people, have the view that life is for working. Therefore, we work hard and with full dedication. In addition, working has become a social norm deeply embedded in our identity. So, if we do not work, a kind of "social punishment" is imposed. However, this perspective has begun to shift. I see that the Japanese people's view of work is no longer the same as it used to be.
2	Work Ethic (Value of time)	“The interview findings also revealed that Japanese expatriates highly value work time and use their free time for self-development and staying productive. In contrast, Indonesian employees tend to use their free time for relaxation and building interpersonal relationships. What is your response to this difference?”	I agree with that. As Japanese people, we tend to spend our free time on work. We are usually given training by the company in the form of case studies, which we can work on during our spare time, but they still have deadlines that need to be met.
3	Work Ethic (Delay of Gratification)	“There is a difference in views regarding the delay of gratification. Japanese expatriates are generally more future-oriented, while local employees tend to focus on the present moment. What are your thoughts on this?”	It is similar to the previous work perception — that view is true, but it has shifted, especially among the millennial generation and younger. We have a cycle of hardship—hardship—hardship—joy—hardship—hardship—hardship—joy. And eventually, we want to experience something good in the end. Whereas 10 or 15 years ago, Japanese people worked extremely hard, sometimes to the point of stress and even suicide.

4	Communication (Structur)	“In terms of communication style, Japanese expatriates tend to communicate in a structured and detailed manner. In contrast, Indonesian employees are more flexible and sometimes do not provide complete information. What is your opinion on this communication style difference?”	That's right, sometimes I get confused when my team is talking. In the end, I often end up asking, "What exactly are you trying to say?"
5	Communication (Work Related and Interpersonal Relation)	“It was found that Japanese expatriates mostly communicate about work during working hours, while Indonesian employees are used to engaging in informal communication to build harmony and employee engagement. How do you perceive this difference in communication approaches in the workplace?”	We Japanese expatriates rarely engage in casual communication at the workplace. However, we usually make time once a month to have dinner or drinks together. After that, we return to professional communication as usual.
6	General Question (Work Ethic)	“Based on your experience, what are the most noticeable differences in work style or work attitude between Japanese expatriates and local Indonesian employees? And how does it affect you personally and in your teamwork?”	Sometimes, I see that Indonesian employees lack enthusiasm at work. However, this does not apply to everyone. Some people I know actually work well. It's just that they don't seem as driven as Japanese people. Personally, I will always request updates from each of my team members to ensure tasks are completed on time, and I will keep reminding them of that.

7	General Question (Communication Style)	“Based on your experience, what are the most noticeable differences in communication styles between Japanese expatriates and local Indonesian employees? And how does it affect you personally and the group dynamics?”	We Japanese tend to start a conversation by stating the main point first, and then follow it with supporting information. Meanwhile, Indonesians do the opposite.
8	General Question (Communication Style)	“Have you ever felt confused when communicating with colleagues from different cultural backgrounds?”	Sometimes, yes. I do find it hard to understand what they mean, because the meaning of what they say usually comes at the end of the conversation.
9	General Question	“In your opinion, is there anything that could help bridge the differences in work and communication styles?”	Communication skills, mutual cultural understanding, and not getting angry when perceptions differ are essential.

I. Interview Result with Mr. Alvi

No.	Item	Question	Answer
1	Work Ethic (Perception of Work)	“Berdasarkan hasil wawancara sebelumnya, diketahui bahwa para ekspatriat Jepang cenderung menempatkan pekerjaan sebagai prioritas utama dalam kehidupan mereka, sementara karyawan lokal Indonesia lebih memprioritaskan keluarga. Bagaimana pandangan Anda terkait perbedaan nilai ini?”	Betul, saya juga merasakan hal yang sama. Saya meyakini bahwa keluarga adalah hal yang utama. Keluarga adalah tempat saya kembali, rumah saya. Sementara itu, pekerjaan merupakan sarana untuk menunjang kehidupan agar saya dapat menghidupi dan membahagiakan keluarga.
2	Work Ethic (Value of time)	“Dari hasil wawancara, diketahui bahwa ekspatriat Jepang sangat menghargai waktu kerja dan memanfaatkan waktu luang untuk pengembangan diri dan tetap produktif. Sebaliknya, karyawan Indonesia cenderung menggunakan waktu luang untuk bersantai dan menjalin hubungan interpersonal. Apa tanggapan Anda mengenai perbedaan ini?”	Saya pribadi adalah seseorang yang sangat menghargai waktu. Sebagai seorang sales, saya merasa bahwa waktu sangat penting untuk membangun hubungan dengan klien. Oleh karena itu, saya sangat sering melakukan kunjungan langsung ke pelanggan guna menjaga hubungan baik antara perusahaan dan klien.
3	Work Ethic (Delay of Gratification)	“Terdapat perbedaan pandangan mengenai penundaan kesenangan (delay of gratification), di mana ekspatriat Jepang lebih berorientasi pada masa depan, sedangkan karyawan lokal cenderung fokus pada situasi saat ini. Bagaimana pandangan Anda terhadap hal ini?”	Jika boleh memilih, sebenarnya saya merasa perlu untuk menahan diri dari kesenangan sesaat. Namun demikian, saya juga memiliki keluarga yang ingin saya bahagiakan. Maka dari itu, saya harus mampu mengatur porsi kebahagiaan yang bisa saya nikmati sekarang, serta porsi yang perlu saya simpan untuk masa depan.
4	Communication (Structur)	“Dalam hal gaya komunikasi, ekspatriat Jepang cenderung berkomunikasi secara terstruktur dan detail. Sebaliknya, karyawan lokal Indonesia lebih fleksibel dan terkadang tidak menyampaikan informasi secara lengkap. Apa pendapat Anda mengenai perbedaan gaya komunikasi ini?”	Hal ini juga dirasakan oleh para ekspatriat Jepang di tempat saya bekerja. Mereka sering kali merasa kebingungan ketos berbicara dengan orang Indonesia, karena menurut mereka, orang Indonesia terlalu bertele-tele dan tidak langsung kepada inti pembicaraan.

5	Communication (Work Related and Interpersonal Relation)	“Ditemukan bahwa ekspatriat Jepang lebih banyak berkomunikasi seputar pekerjaan selama jam kerja, sementara karyawan Indonesia terbiasa melakukan komunikasi informal untuk membangun keharmonisan dan engagement. Bagaimana Anda memandang perbedaan pendekatan komunikasi ini di lingkungan kerja?”	Lingkungan kerja yang akrab membuat saya merasa nyaman. Jika saya bisa memilih, tentu saya akan memilih lingkungan kerja yang hangat dan akrab. Dengan demikian, seberat apa pun pekerjaan yang kita hadapi, jika kita merasa nyaman dan akrab dengan rekan kerja, maka pekerjaan tersebut akan terasa lebih ringan.
6	General Question (Work Ethic)	“Berdasarkan pengalaman Anda, apa perbedaan paling menonjol dalam gaya bekerja atau sikap kerja antara ekspatriat Jepang dan karyawan lokal Indonesia? Dan bagaimana dampaknya terhadap Anda secara pribadi maupun dalam kerja tim?”	Para ekspatriat Jepang sangat menghargai waktu dan bekerja keras tanpa mengenal lelah. Saya pernah mengalami kelelahan saat bekerja shift malam hingga tertidur di kantor. Tanpa saya sangka, atasan Jepang saya datang ke kantor untuk mengambil barang yang tertinggal. Ia marah karena saya tertidur, dan saya pun mendapat surat peringatan akibat kelalaian tersebut.
7	General Question (Communication Style)	“Berdasarkan pengalaman Anda, apa perbedaan paling menonjol dalam gaya berkomunikasi antara ekspatriat Jepang dan karyawan lokal Indonesia? Dan bagaimana pengaruhnya terhadap Anda secara personal dan terhadap dinamika kelompok?”	Ekspatriat Jepang biasanya berbicara dengan tegas, lugas, dan langsung ke inti. Hal ini terkadang membuat orang merasa tidak nyaman. Berbeda dengan orang Indonesia yang sering kali merasa sungkan atau malu ketos berbicara.
8	General Question (Communication Style)	"Pernahkah Anda merasa kebingungan saat berkomunikasi dengan rekan kerja dari budaya lain?"	Terkadang, saya memang kesulitan memahami maksud dari apa yang mereka katakan.
9	General Question	"Menurut Anda, adakah hal yang dapat menjembatani perbedaan gaya bekerja dan gaya komunikasi?"	Kita perlu saling memahami, tidak mudah tersinggung, memperbaiki kemampuan berbahasa Inggris, dan mengambil hal-hal positif dari para ekspatriat Jepang yang dapat dijadikan contoh.