A Consideration of Japanese-Focused Organizational Behavior Research: 1981-2015

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Replicating prior work (Godkin, Endoh, & Cahill, 1995; Godkin, Doughty, & Hoosier, 2003), this paper juxtaposes Japan-focused organizational behavior (OB) research appearing between 2002 and 2015 with that appearing between 1981 and 2001. The purpose is to inform four questions; (1) Has there been a relative increase in the proportion of Japanese-focused papers published; (2) Has there been a relative increase in the proportion of Japanese-focused OB papers published (3) What is the nature of Japanese-focused OB papers; and (4) Are there "gaps" in the Japanese-focused OB literature? The intent is to place the 2002-2015 work into context.

INTRODUCTION

Academic and popular interest in Japanese firms rose with the country's Gross Domestic Product (GDP) from the 1960s through the 1980s (Endo, Delbridge, & Morris, 2015). Unfortunately, academic interest waned along with the economic decline associated with Japan's last 25 "lost years" (Keizer, 2011). Even in this environment management studies have continued to a degree and organizational behavior (OB) related research has continued for the duration. Therefore, a monitoring of journal content is still necessary if we are to understand, which is not to say control, the nature and scope of OB research on Japan being published. This paper reports the status of Japanese-focused OB literature appearing between 2002 and 2015 to inform our understanding of the state of that research and to point us to future work. This data is compared to analysis appearing between 1981and 2001 to answer four questions: (1) Has there been a relative increase in the proportion of Japanese-focused papers published; (2) Has there been a relative increase in the proportion of Japanese-focused OB papers published (3) What is the nature of Japanese-focused OB papers; and (4) Are there "gaps" in the Japanese-focused OB literature? Japanese management is not perfect (Keys, Denton, & Miller, 1994), but there is much we can learn from their day-to-day practice.

METHOD

This study extends the prior work of Godkin, Endoh, and Cahill (1995) and Godkin, Doughty, and Hoosier (2003). That research surveyed journals selected from among 24 identified by Nancy Adler (1983) as "recognized to be the better journals in the field of management and OB" and/or which tended

to "carry more international management papers" (p. 226). Twenty journals were selected from her list because they allowed for publication trends to emerge. The remainder experienced interruption (Godkin, Endoh, & Cahill, 1995). The contents of the usable 20 journals were identified as follows.

Identification of Papers

Although this study is a replication of two prior studies (Godkin, Endoh, & Cahill, 1995; Godkin, Doughty, & Hoosier, 2003), much has improved in electronic access to library materials since those works were published. Therefore, this study deviated from the data bases used in their study. Because the purpose was to retrieve *all* papers published in the 20 journals considered in PDF format, this study relied primarily on Business Source Complete. This approach would accomplish the same aim. Where full text of individual papers were unavailable, other means were used including the searching of other databases and quarrying publishers' websites. The database supplied by the Academy of Management was utilized to isolate the Proceedings of the Annual Meeting.

The research process involved the printing of all tables of contents from the selected journals appearing between 2002 and 2015. A three-step process was used to find the required tables of contents including: (1) log on to the electronic data base; (2) click on Journals Search; (3) enter the title of the journal; (4) click on one or more of the links allowing online access to the dates between 2002 and 2015; (5) click on the individual years provided; and (6) click on and print the various volumes available; and (7) print the Tables of Contents.

The Tables of Contents were manually scrutinized to locate all papers containing the word "Japan" or "Japanese" in the title. To confirm all of those papers had been located, we performed the following steps: (1) clicked on the electronic data base; (2) clicked on Business Source Complete; (3) entered the journal title as "Source" and the word "Japan" as "Title" and repeated that process using the word "Japanese," and (4) papers appearing between 2002 and 2015 were aggregated and compared to the lists already in hand as described earlier. Letters from the editor, letters to the editor, briefings from the editor, dissertation abstracts, dissertation notes, book reviews, research notes, editorials of four or fewer pages, and brief reviews were eliminated from the sample. Only papers were included in the analysis.

General Classification

To undertake this study, Japanese-focused management papers were categorized as: (1) *OB papers* which analyzed the way(s) people behaved in organizations; (2) *General Management* papers which addressed management topics unrelated to OB; (3) *General Interest* papers relating any papers falling outside the other two categories.

Categorization of OB Papers

OB papers identified were categorized as: (1) *Domestic* papers which focused on Japan; (2) *Comparative* papers which contrasted organizations in Japan with any other country or culture; (3) *Intercultural* papers which included OB papers centering on the interaction between organization members from Japan with any other country or culture. The prior studies (Godkin, Endoh, & Cahill, 1995; Godkin, Doughty, & Hoosier, 2003) upon which this replication is based borrowed from other researchers (Roberts,1970; Bhagat & McQuaud, 1982; Keys & Miller, 1984) to create these categories. Each Japanese-focused OB paper identified was categorized according to its primary focus using the scheme used in the earlier studies (Table 1). The papers were further categorized as empirical or topical replicating the earlier studies. Each paper was read to determine if culture was implicitly or explicitly present in each. As Adler noted (1983), "…the concept of culture did not mean that the researcher had claimed that culture was a significant variable. It simply meant that culture, as a variable or a construct, was not ignored" (p. 228).

TABLE 1
RESEARCH CLASSIFICATION SCHEME FOR JAPAN-FOCUSED OB PAPERS

Level of Analysis

Individual	Group	Organization	Social	Other
• Values & attitudes • Personality • Perception • Motivation • Satisfaction, absence, & turnover	• Quality Circles • Leadership • Communication • Group decision making	• Human resource policies & practices • Organizational structure • Organizational culture • Efficiency & Productivity	• National culture	• Transferability (adoptability by foreign nations)

FINDINGS

A total of 54,328 papers were contained in the journals between 1981-2015 and 35,484 papers appeared during the period 2002-2015 (Table 2). During 1981-1993 there were 11,837 (Godkin, Endoh, & Cahill, 1995) and between 1994 and 2001 there were 7,017 (Godkin, Doughty, & Hoosier, 2003). In this section, analysis of the most recent period juxtaposed with data from the prior periods is presented following the four research questions detailed earlier.

TABLE 2
JAPAN-FOCUSED OB PAPERS CONTAINED IN SELECTED JOURNALS: 1981-2015

Journal	1981-1993 (Godkin, Endoh, & Cahill, 1995)				1994-2001 (Godkin, Doughty, & Hoosier, 2003)				2002-201 Current Stu		
	Rank	Total Papers	Japan-Focused		Rank	Total P...	Japan-Focused		Rank	Total Papers	
			n	%			n	%			
Academy of Management Journal	16	570	4	0.007	9	443	8	1.805	9	966	
Academy of Management Proceedings	13	963	13	1.349	14	576	4	0.694	10	17,706	
Academy of Management Review	12	595	9	1.513	13	272	2	0.735	15	585	
Across the Board	10	1,197	35	2.924	16	438	0	0.000	11	1360	
Administrative Science Quarterly	11	311	5	1.608	12	197	2	1.015	15	257	

Journal										
California Management Review	1	447	58	12.975	7	236	6	2.542	8	411
Columbia Journal of World Business	3	524	44	8.397	5	218	8	3.669	15	563
Group and Organization Studies	18	350	0	0.000	16	162	0	0.000	15	426
Harvard Business Review	9	957	35	3.657	14	577	4	0.693	14	3954
International Journal of Intercultural Relations	6	299	14	4.682	1	241	17	7.054	3	831
Journal of Applied Behavioral Science	17	288	1	0.003	11	210	3	1.428	15	335
Journal of Applied Psychology	17	1147	4	0.003	15	662	3	0.453	13	1397
Journal of International Business Studies	4	382	28	7.330	2	282	19	6.737	2	809
Journal of Management Studies	14	421	5	1.188	4	323	17	5.263	5	895
Journal of Social Psychology	15	1200	12	1.000	8	508	10	1.968	7	668
Management International Review	2	396	35	8.838	3	139	8	5.755	4	524
Management Science	16	1148	8	0.007	15	949	5	0.526	11	2064
Organizational Dynamics	5	269	15	5.576	16	180	0	0.000	1	354
SAM Advanced Management Journal	8	369	14	3.794	10	164	3	1.724	6	341
Sloan Management Review	7	354	14	3.955	6	230	8	3.478	15	1038
Totals	---	12,187	353	0.0298	---	7,017	127	1.810	---	35,484	1

Has there been a relative increase in the proportion of Japanese-focused papers published?

It was determined that Japan-focused papers accounted for 145 or 0.41% of the 35,484 papers published between 2002 and 2015 compared to 353 or 0.0298% for 1981-1993 and 127 or1.81% for 1994-2001 (Table 2). Between 1981 and 2015, there were 54,328 papers published with 631 of those (1.16%) Japan-focused. For the years 2002-2015, *Organizational Dynamics* ranked first in the percentage of Japan-focused papers published while *Academy of Management Proceedings* had the absolute largest number published followed by the *Journal of International Business Studies* and *International Journal of Intercultural Relations.* For the years 1981-2015, *California Management Review* ranked first in the percentage of Japan-focused papers published while *California Management Review, Journal of International Business Studies*, and *Academy of Management Proceedings* contained the highest number in that order.

Has there been a relative increase in the proportion of Japanese-focused OB papers published?

This study confirmed the assertion of Keizer (2011) that academic interest in Japan declined during the economic downturn or the "lost years." There were 227 Japan-focused OB papers published during 1981-2015. Just as Godkin, Endoh, and Cahill (1995) asserted that the "proportion of Japanese-focused OB papers published followed no apparent pattern" (p. 8) between 1981 and 1993, the same appears plausible for 2002-2015 and 1981-2015 (Table 3). For the duration, Domestic papers considering OB within Japanese organizations were found within 74 (32.5%) of the Japanese related OB papers. Proportionally, 37.8% were Comparative contrasting Japanese management to that of another country and 29.51% were Intercultural dealing with the interactions between the Japanese and any other group(s).

TABLE 3
JAPAN-FOCUSED OB PAPERS CONTAINED IN SELECTED JOURNALS
BY OB PERSPECTIVE: 1981-2015

		OB Perspective		
	Year	Domestic	Comparative	Intercultural
Godkin, Endoh, & Cahill, 1995)	1981	10	2	2
	1982	6	2	0
	1983	4	7	4
	1984	7	3	2
	1985	6	5	3
	1986	1	4	2
	1987	3	4	2
	1988	4	2	1
	1989	2	3	2
	1990	2	3	2
	1991	2	3	3
	1992	3	5	1
	1993	3	11	0
(Godkin, Doughty, & Hoosier, 2003)	1994	0	2	4
	1995	1	3	7
	1996	0	1	2
	1997	2	3	0
	1998	2	4	2
	1999	3	7	3
	2000	0	0	1
	2001	1	0	4
Current Study	2002	0	1	4
	2003	0	0	3
	2004	1	1	0
	2005	2	1	0
	2006	0	0	2
	2007	0	1	1
	2008	0	0	1
	2009	1	2	4
	2010	0	2	0
	2011	2	1	0
	2012	0	0	2
	2013	0	2	1
	2014	4	0	1
	2015	2	1	1
	Totals	74	86	67

What is the nature of Japanese-focused OB papers?

For the duration 1981-2015 it is of interest to note that of the 277 Japanese-focused OB papers appearing between 1981-2015 about 55% were empirical (Table 4). In the 2002-2015 set 69.5% were empirical, 45.3% in the 1981-1993 set were empirical, and 65.3% of the papers in the 1994-2001 were empirical.

TABLE 4
JAPAN-FOCUSED OB TOPICS BY EMPIRICAL AND ANECDOTAL NATURE: 1981-2015

OB Topics	1981-1993 (Godkin, Endoh, & Cahill, 1995)			1994-2001 (Godkin, Doughty, & Hoosier, 2003)		
	Total	Empirical	Anecdota_l	Total	Empirical	Anecdota_l
Individual Level						
Values and Attitudes	22	13	9	4	3	1
Personality	0	0	0	4	4	0
Perception	5	5	0	2	2	0
Motivation	1	1	0	1	1	0
Satisfaction, Absences, Turnover	2	2	0	1	2	0
Group Level						
Quality Circles	8	2	6	1	1	0
Leadership	9	7	2	2	2	0
Communication	8	5	3	7	5	2
Group decision making	4	2	2	1	1	0
Organizational Level						
Human resource policies & practices	29	5	24	4	3	1
Organizational structure	10	6	4	4	2	2
Organizational culture	7	3	4	5	3	2
Efficiency & Productivity	10	3	7	3	2	1
Social Level						
National Culture	6	1	5	5	3	2
Other						
Adoptability	7	3	4	8	1	7
Totals	128	58	70	52	34	18

Classification 1981 – 2015

The Japan-focused OB papers identified here were classified by level of analysis (Table 1) including the individual, group, organizational, and social levels as well as an "other" category. For the entire period, 1981 – 2015, the largest number of papers were related to the Organizational Level (91) of analysis where Human Resource Policies and Practices dominated (38) accompanyied by Organizational Structure, Organizational Culture, and Efficiency and Productivity. The second largest contained insights from the Group Level including Quality Circles, Leadership, Communication, and Group Decision Making. Following closely were papers dealing with topics on the Individual Level including Values and Attitudes, Personality, Perception, Motivation, and Satisfaction, Absences, and Turnover. The largest number of papers included the topics; (1) Human Resource Policies and Practices and (2) Values and Attitudes.

This analysis extended the prior work for the most recent period 2002 – 2015. The largest number of papers fell within the Organizational Level (19) followed by the Group Level (13) and the Individual Level (8). In terms of categorical focus, the largest number included Communication (9), Organization Structure (7), and National Culture (5).

Categorization 2002 – 2015

Following earlier work (Godkin, Endoh, & Cahill, 1995; Godkin, Doughty, & Hoosier, 2003), the Japan-focused OB papers appearing between 2002 and 2015 were categorized as (1) *Domestic* papers which focused on Japan; (2) *Comparative* papers which contrasted organizations in Japan with any other country or culture; (3) *Intercultural* papers which included OB papers centering on the interaction between organization members from Japan with any other country or culture. The papers uncovered for this analysis were divergent, eclectic, and multifaceted in content. Therefore, this classification is used to present selected literature appearing between 2002 – 2015.

TABLE 5
CATEGORICAL CLASSIFICATION OF JAPAN-FOCUSED OB PAPERS: 2002-2015

Category	Totals 2002-2015	2002-2015							
		02	03	04	05	06	07	08	09
Attitudes & Values	4					1		1	1
Personality	1		1						
Perception	1								
Motivation	0								
Satisfaction, absences & turnover	2	1				1			
Quality Circles	1								
Leadership	3								1
Communication	9	2					2		2
Group decision making	0								
HR policies & practices	5		1		1				
Organization structure	7		1	1	1				1
Organization culture	4								
Efficiency & productivity	3	1		1			1		
National culture	5	1			1				2
Adoptability	1						1		

Domestic Papers

Domestic Japan-focused OB papers were a varied lot. A few examples will illustrate. For example, policy matters were raised. Chikudate (2002) suggested a "diagnostic theory" (p. 303) to explain aspects of systematic violations of the law by Japanese firms. Lehmberg (2014) detailed how Japanese human resource policies accounted for the misalignment of the country's economic and competitive environment. Internal consistency, self-reinforcing practices, cultural alignment, and institutionalization of work systems have limited the ability to change, adapt and work flexibly.
Organizational learning was front and center in a number of particular ways.

Kim, Lu, and Rhee (2012) focused on the experiential learning between and among foreign subsidiaries. Rooting their analysis in the organization evolution and organizational learning literatures, they report empirical evidence that the chances of survival for Japanese firms with different sister subsidiary entry cohorts is better because such situations provide non-redundant, complementary

experiences. The learning is richer. Qualitative evidence supports the notion that multichannel experiences among sister subsidiaries is also beneficial. Temporal heterogeneity in the internationalization process is significant to multinational company learning. Olcott and Oliver (2014) describe how networks of Japanese companies have recovered and restored production following disaster. It demonstrates how networks of such firms mobilized and deployed resources to do so. They explain using social capital theory and sensemaking theory how shared mental models facilitated rapid mobilization and coordination of shared assistance under complex circumstances. Takeuchi, Lepak, Wang, and Takeuchi (2007) looked at high-performance work systems from the resource-based view of the firm and social exchange perspectives. Based on the analysis of a sample of Japanese firms, the authors report that high-performance work systems "…were found to be positively associated with the level of collective human capital in an organization, as well as with the degree of social exchange employees collectively perceive. These, in turn, have been related to relative establishment performance" (p. 1079).

Career progress and individual learning was also a point of interest to researchers. Concerning career trajectories, Graen, Dharwadhar, Grewal, and Wakabayashi (2006) longitudinally followed Japanese workers in a multinational firm. They determined that their "one-stage model of career progress" was as predictive as other models tested operating individually or in combination. They concluded that career progress in the high growth period experienced in Japan in the 1970's and 1980's was perhaps more complex than revealed by the two-stage career progress model previously popular. To understand effective individual learning of global management skills, Furuya, Stevens, Bird, Oddou, and Mendenhall (2009) considered the experience of 305 Japanese repatriates. They found organizational support, intercultural personality characteristics, self-adjustment, and repatriation policies linked to outcomes of global competency learning and transfer which resulted in improved job motivation and performance.

Finally, Sakuragi (2008) replicated a prior published study of intercultural communication. Contrary to the prior study, this survey of 116 Japanese students did not reveal a positive relationship between a general attitude toward language study and a cross-cultural attitude. Sakuragi's (2008) findings were consistent with the prior study. Motives for language study were correlated with social distance. There was also a relationship between attitudes toward specific languages and social distance.

Intercultural Papers

OB papers, entertaining the interaction between organization members from Japan with any other country or culture (e.g., Godkin, Endoh, & Cahill, 1995; Godkin, Doughty, & Hoosier, 2003), instruct us about the nature and scope of the literature isolated here. Several researchers investigated the expatriate experience. For example, Greenland and Brown (2005) incorporated acculturation theory and the general intergroup literature to understand the behavior of Japanese nationals working the United Kingdom over a period of 12 months. They found that intergroup anxiety resulted in increased acculturative stress and pscyhosomatic illness was associated with in-group bias.

Takeuchi, Lepak, Marinova, and Yun (2007) studied the relationships between parental demands, learning, and expatriate adjustment among 170 matched pairs of Japanese expatriates and spouses assigned to the U.S. They found a quadratic effect of parental demands and a cubic effect of cultural novelty on general spousal adjustment, but not on the general expatriate adjustment. They surmised this result may be related to strong gender roles. Yoshida, Matsumoto, Akashi, Akiyama, Furuiye, Ishii, and Moriyoshi (2009) sought to determine what separated Japanese expatriate returnees who had more adjustment difficulties from those who had fewer. Both groups experienced stereotyping of themselves. In contrast, those who had fewer problems believed there were more people who accepted them as they were when they first returned to Japan. Those who had more problems felt fewer people accepted them for who they were and they also reported being overtly bullied and felt they experienced greater levels of discrimination.

Researchers also directed some attention to the experience of students accompanying Japanese expatriate parents on international assignments. Yoshida, Matsumoto, Akiyama, Moriyoshi, Furuiye, Ishii, and Franklin (2002) tested 27 psychological and social outcomes of Japanese children of parents

working abroad. Factor analysis revealed communication with parents, recency of return, and special provisions for students were significant to having a positive experience. Alternatively, Toyokawa and Toyokawa (2002) looked at 84 Japanese students studying in the US over a 10-month period. They compared the students' participation in extracurricular activities with their ability to adjust to American campus life. They found that engagement in extracurricular activities positively related to general satisfaction with their lives, increased benefits to their academic studies and extracurricular activities, and higher involvement in their academic studies in general.

Sasagawa, Toyoda, and Sakano (2006) compared Japanese students who returned from abroad (N = 141) with those who had never lived outside of Japan (N = 148) on the basis of individualism-collectivism (I-C) and locus of control (LOC). Those who traveled abroad were divided into two groups; those exposed to an individualistic/internal-LOC oriented country (i/I group) or a collectivistic/external-LOC oriented country (c/e group). Those who did not leave Japan completed questionnaires containing both I-C and LOC measures. The c/e group was more individualistic than those in the i/I group. It was suggested that Japanese returning from abroad may be well aware of public attitudes toward them.

Expatriates assigned to management with higher organizational roles was the focus of work by Belderbos and Heijltjes (2005). They concerned themselves with what determined the decision to appoint expatriates to the managing director position at overseas affiliates. They used a sample of 844 Japanese manufacturing affiliates operating in Asia in 1995. They determined that dependence on the parent affiliate increased the tendency to appoint expatriates. Where affiliates were localized, there was a lower tendency to do so. Expanded local experience by both the firm and the affiliate increased the probability that host country nationals would be appointed to those positions.

Job satisfaction was of interest to Yamaguchi (2013) who explored the relationships between team autonomy, organizational social capital, and worker attitudes of job satisfaction and organizational commitment. Surveys were distributed to Japanese (n = 532) and US (n = 536) workers Team autonomy was not related to structural social capital (i.e., density of work) for Japanese workers, but was related for American workers. There was a stronger negative relationship between structural social capital and job satisfaction among the Japanese than the American workers. There was no difference that the mediating effects of relational/cognitive social capital (i.e., trust) had on autonomy and both job satisfaction and organizational commitment for either the Japanese or the Americans.

Loess and Yavas (2003), using a survey and follow-up interviews, analyzed Japanese/US joint ventures in the auto supply. They concluded that collaborative attitudes were strongest when not filtered through participants' joint venture tasks and responsibilities. Interaction variables were strongest in situations where basic communication has been previously established.

Intercultural communication was considered in the context of negotiations between American and Japanese and attitudes toward language study among Japanese. Adair, Weingart, and Brett (2007) examined the function of offers in US and Japanese integrative negotiations using the transcripts of 20 US and 20 Japanese dyads. Early offers resulted in higher joint gains for Japanese negotiators and lower ones for US negotiators. Early offers represented information gathering in Japanese negotiations and information consolidation in US negotiations.

In light of the "graying" of Japan, Komisarof (2009) questioned the efficacy of incorporating more non-Japanese into the Japanese workforce. The investigation assessed how the acculturation strategy compatibility between Japanese and American coworkers affected the quality of their intercultural relations using the Interactive Acculturation Model (IAM). Conflictual IAM types often scored lower on dependent measures and Consensual or Problematic IAM types. Consensual IAM types and Problematic IAM types did not differ in their scores on any of the dependent variables.

Are there "gaps" in the Japanese-focused OB literature?

For researchers seeking insight into Japan-focused OB, it might be said that what has not been covered can be as informative as what has been covered in related literature. In the period 1981-2015 a number of topics have represented "gaps" in the literature. For example. papers addressing Personality, Motivation; Satisfaction, Absences, and Turnover, and Group decision-making were nonexistent or few

in number in the 1981-1992 collection of papers (Godkin, Endoh, & Cahill, 1995). Coverage of Personality, overlooked in the prior time period, was addressed in three papers between 1994 and 2001 (Godkin, Doughty, & Hoosier, 2003). For the duration (1981-2015), there were no Japan-focused OB papers related to Motivation or Group Decision Making (Table 5).

CONCLUSIONS

The current set of journals may not be representative of the literature in monitoring Japanese-focused OB publication going forward. However, using a consistent set of academic management journals for the duration of the study, this paper reports a content analysis of a consistent set of academic management journals covering Japanese-focused OB over a period of 35 years. The purpose of this paper was to answer four basic questions concerning the Japan-focused OB publication appearing in a selected pool of journals between 1985 and 2015: (1) Has there been a relative increase in the proportion of Japanese-focused papers published; (2) Has there been a relative increase in the proportion of Japanese-focused OB papers published; (3) What is the nature of Japanese-focused OB papers; and (4) Are there "gaps" in the Japanese-focused OB literature? The following conclusions can be drawn.

First, over the 35 years of publication considered here, 54,328 papers were published with 35,484 or 65% of those appearing between 2002 and 2015. Of the 54,328, 631 or 1.16% focused on Japan with 227 relating to Japan OB in particular. This is a relatively small number, but it does indicate that Japan is still on the academic radar and OB papers focusing on Japan are still being produced. Of the Japan-focused OB papers appearing throughout the duration, 74 were *Domestic* considering only Japan; 86 were *Comparative* contrasting organizations in Japan with any other country or culture; and 67 were *Intercultural* centering on the interaction between organization members from Japan with those from other countries or cultures.

Second, there has not been a discernable increase in the proportion of Japan-focused papers published annually since 1981. Unfortunately, the academic interest that waned along with the economic decline associated with Japan's "lost years" (Keizer, 2011) may have continued through 2015. The proportion of Japanese-focused OB papers seems to have followed a similar trajectory.

Third, a number of OB topics have dominated the Japanese-focused literature while others have been comparatively absent. For example, between 1981 and 2015 at total of 38 or 16.7% related to Human Resource Policies and Practices while 30 or 13.2% were related to Values and Attitudes. Alternatively, only 2 papers or 0.008% were published about Perception while (1) Personality, (2) Satisfaction, Absences, Turnover, and Group Decision Making were represented by 5 or 0.022% each.

Fourth, between 1981 and 2015, about 55% of the Japan-focused OB papers were empirical. For the period 1981-1993, a total of 45.3% were empirical; the interval 1994-2001, 65.3% were empirical; and for the segment 2002-2015, 69.5% were empirical.

Fifth, over the entire period (1981-2015) no Japan-focused OB papers related to Motivation or Group Decision Making appeared (Table 5).

"Japan is like an oyster. An oyster dislikes foreign objects: When even the smallest grain of sand or broken shell finds its way inside the oyster shell, the oyster finds the invasion intolerable, so it secretes layer after layer of nacre upon the surface of the offending particle, eventually creating a beautiful pearl (Kerr, 1996, p. 231 cited in Štrach & Everett, 2004). Yet, the nature of academic publication is changing rapidly. Periodic content analysis related to various areas of study, along with in depth reviews of the literature, remain important. There is no doubt, going forward, that some of the journals covered in this study will be altered by their editors or they will simply cease publication. More effective ways to monitor, which is not to say control, the nature and scope of Japanese-focused OB research need to be designed.

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