

横澤 公道
YOKOZAWA Kodo

■ 専門分野 Areas of expertise

経営学分野- Business administration fields

- ◇ 国際経営 - International management
- ◇ オペレーションズマネジメント - Operations management
- ◇ 行動心理 (行動オペレーションズ) - Behavioral psychology (Behavioral operations)

■ 指導可能な研究テーマ Possible research topics for supervision

- ◇ 経営システムの国際的移転と国レベルの文化、心理的要因の影響に関する研究 - Research on international transfer of management systems and the influence of country-level cultural and psychological factors.
- ◇ 従業員の特性や状態（不安、危機感等）が改善、リーン、イノベーション、エンゲージメント等の成果に与える影響と、制度、組織やリーダーの役割等の調整効果に関する研究 - Research on the impact of employee traits and states (such as anxiety and sense of urgency) on behavior and outcomes such as kaizen, lean practices, innovation, engagement, and the moderating effects of institutional factors, organizational factors, and leadership roles.

■ 過去に指導した学生の修士論文題目 Master's thesis titles of previously supervised students

【2020 年度】

- ◇ **Fang Wenju:** 中国の中小企業における個人の改善行動とパフォーマンスへの影響要因に関する実証研究 (English Title: An Empirical Study on the Factors Affecting Individual Kaizen Behavior and Performance in Chinese SMEs) (In Japanese)
- ◇ **Lee Xiang:** The relationship between transformational leadership and Kaizen behaviors: empirical evidence from Chinese manufacturing) (In English)

【2021 年度】

- ◇ **Li Hua:** 従業員の仕事不安とカイゼンパフォーマンスの関係性：クロスファンクショナルコミュニケーションの媒介効果 (English Title: The Relationship Between Job Anxiety and Kaizen Performance: The Mediating Role of Cross-Functional Communication) (横浜経営学会優秀賞受賞) (In Japanese)
- ◇ **Liu Yifu:** Development of learning anxiety and survival anxiety scale (In English)
- ◇ **Huang Jialei:** 仕事不安と改善活動の成果との関係性：情報開示と目標設定の調整

効果について (English Title: The Relationship Between Job Anxiety and the Outcomes of Kaizen Activities: The Moderating Effects of Information Disclosure and Goal Setting)(In Japanese)

【2022 年度】

- ◇ **Wu XiaoFan:** Impact of the sense of urgency gap between CEO and employees on conflicts and employees' work engagement (In English) (横浜経営学会優秀賞受賞)

【2023 年度】

- ◇ **He Zixin:** The Moderating Role of Middle Management between Work Environment and Employee Belongingness in Professional Organizations : A Study on Nurses in Hospitals (In English) (横浜経営学会優秀賞受賞)
- ◇ **Dong Wenxuan:** Impact of Rumination by Perceived-Stress on Work-Related Creativity: Goal Commitment, Mentoring Functions and Mindfulness as Moderators (In English) (横浜経営学会佳作)
- ◇ **Phantharath Latthida:** The moderating effect of leader roles and employee goal commitment in the relationship between fear of failure and innovative behavior: empirical evidence from Japanese small and medium-sized enterprises (In English) (The Interfaculty Graduate School of Innovative and Practical Studies Best Presentation Award)

【2024 年度】

- ◇ **Kei Nozawa:** 明確な脅威の認識で醸成された危機感が両利きの経営に与える影響: 組織的コミットメント及び職務目標の具体性の調整効果 (English Title: The Impact of a Sense of Crisis Cultivated by the Recognition of Clear Threats on Ambidextrous Management: The Moderating Effects of Organizational Commitment and Job Goal Specificity) (In Japanese)
- ◇ **Liu Jiarui:** The Impact of Perceived Subordinates' Turnover on Supervisors' Knowledge Hiding, with Sense of Power and Negative Emotions as Mediators (In English)
- ◇ **Ke Yihui:** The Impact of Subordinate Absorptive Capacity on Supervisor Knowledge Hiding: Proactive Behavior and Time Pressure as Moderators (In English)

【2025 年度】

- ◇ サバティカル休暇取得のため 修士課程学生の新規受け入れなし。

【2026 年度】

- ◇ 現在、修士課程学生 4 名が、修士論文研究を継続している。

■ 修士論文作成のための必読文献リスト **List of required reading for master's thesis writing**

- ◇ Imai, M. (1986). *Kaizen: The Key to Japan's Competitive Success*. New York, NY: MacGraw-Hill.
- ◇ 横澤公道. (2020). 個人レベルの不安感と改善活動の成果との関係性：概念モデルと研究意義 組織学会, 横浜国立大学.
https://www.jstage.jst.go.jp/article/taaos/9/1/9_57/pdf/-char/ja
- ◇ Yokozawa, K., Nguyen, H. A., & Tran, T. B. H. (2021). Role of personal anxiety in individual kaizen behaviour and performance: Evidence from Japan *International Journal of Operations & Production Management*, 41(6), 942-961.
- ◇ Nguyen, H. A., Yokozawa, K., Takagi, T., & Wolput, T. (2022). Role of a Sense of Urgency in Driving Employees' Innovative Behavior: Empirical Evidence from Japan *Academy of Management Proceedings*, Seattle, USA.
<https://journals.aom.org/doi/abs/10.5465/AMBPP.2022.16368abstract>
- ◇ Yokozawa, K., Nguyen, H. A., and Phung, H. T. X. (2025), "From trait anxiety to flow: a psychological pathway through kaizen-enabling behaviors", *Journal of Manufacturing Technology Management*, pp. 1-20. <https://doi.org/10.1108/jmtm-01-2025-0041>

■ 修士論文作成に向けた履修推奨科目 **Recommended courses to take**

- ◇ 組織マネジメント特論 – Studies of Organizational Management
- ◇ 国際経営特論 - Studies of International Business Management
- ◇ 戦略経営特論 - Studies of Strategic Management
- ◇ 人的資源管理特論 - Studies of Human Resource Management
- ◇ グローバル・イノベーション・マネジメント特論 - Studies of Global Innovation Management
- ◇ 経営史特論 - Studies of Business History
- ◇ 定性研究法特論 - Studies of Qualitative Research

■ 博士課程後期での研究指導実績 **Research supervision achievements in the PhD programme**

PhD dissertation title

- ◇ **Pham Thi Xuan Thoa** “Factors influencing individual opportunism in business-to-business exchange: Empirical research in Japanese manufacturing companies” (In English) 2022.9
- ◇ **Nguyen Anh Hao** “Antecedents and impact of a sense of urgency on employees’ behavior and performance: Empirical research in Japanese manufacturing companies” (In English)

2023.9

(As of 2026, there are currently two doctoral students under supervision)

- ◇ **Huong Thi Xuan Phung** “Concept, theoretical foundation, and significance of management sensitivity (Tentative title)” (In English)
- ◇ **Adritho Zaifar** “Narrative Identity and Experience of Immigrant Workers in Japan: The Case of Indonesian TITP Workers (Tentative title)” (In English)

■ **その他 Others**

- ◇ 修士・博士課程ゼミにおける使用言語は原則「英語」である - English is the primary language utilized in both master's and doctoral seminars.
- ◇ 修士課程は論文を英語で執筆することを強く推奨している（博士課程は原則英語）
- Master's students are encouraged to compose their thesis in English, and the same principle applies to PhD students.
- ◇ 統計分析のスキル、統計分析ソフト (SPSS) の基礎知識があることが望ましい - Proficiency in statistical analysis and a solid understanding of statistical analysis software, particularly SPSS, are highly valued skills.