

# A Study on Hospitality Education at University : Jal's Philosophy Education as an Example

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## Abstract

From the viewpoint of hospitality management, which has received particular attention in recent years, this paper considers it at the point of employee education. In recent years in Japan's industrial world, almost all fields are concerned about the importance of hospitality. Indeed, holding the 2020 Tokyo Olympic Games is spurring the momentum. Against this background, in this paper the author studied what kinds of education can be assumed for fostering qualities that can demonstrate hospitality, and examined measures to train hospitality minds in education conducted in university. As a reference example, the author introduced JAL's "Philosophy Education". It is based on the author's 30-year employee experience in JAL. JAL's thorough awareness reform analyzed the success stories of employees' minds to rebuild their hospitality mindset and to protect corporate reconstruction from major blows. The center of awareness reform of JAL is implementation of "Philosophy Education". "JAL Philosophy" is the result of the goal of how to raise awareness of customer priority that was originally low, from reflection on bankruptcy. It is made of a basic attitude as a human being and a way of thinking that should always be conscious of. As a result of this, employees of JAL became able to act with consciousness of this philosophy as the origin of all ideas. As a result, the foundation for customer first was solidly completed. From this case study, the author can see that "Philosophy" is the origin of ideas and actions. This can be utilized in the field of university. Before going to society, consider philosophy as the source of their own actions and repeat consciousness in everyday life. When participating in seminars and outside-campus training, they put on the habit of acting based on their own philosophy. By doing this, their motto is reflected in how they contact people and when they act. Having one firm motto will allow them to become aware of themselves as a society and be able to move smoothly to society. Many young people like this can build society by performing their full hospitality and mind.

*Keywords:* Hospitality; Hospitality management; JAL Philosophy; Awareness reform; Education;

## 1. Introduction

### 1.1. Expectations for Japanese hospitality

In recent years, Japan is said to be a hospitable country and is attracting the spotlight globally. The governmental campaign as a tourism-based country is also playing a role. In 2016, Japan also achieved a record that the highest number of foreign visitors came to Japan. In addition, attention to Japan has been gathered at once with a focus on the Tokyo Olympic Games scheduled to be held in 2020, and expectations for the Japanese hospitality industry are also rising. Despite expectations from foreign countries, discussions are rising in the domestic industries as to what kind of response Japan should prepare for the Tokyo Olympic Games in three years [1].

In this paper, the author will explore what kind of measures are taken by our hospitality industry to foster hospitality mindset for employees. Specifically, the author takes up philosophy education as the foundation of Japan Airlines (JAL) regeneration that went bankrupt once, and evaluates the actual condition of hospitality education within the company. As a result, as a hospitality developed country, the author will examine what we can do for young people of the next generation from the viewpoint of hospitality management in order to gain a reputation from the people of the world, both in name and in reality.

## 1.2. Result of JAL bankruptcy

Author have worked for Japan Airlines (JAL) for 31 years until March 2014. JAL is the leading airline company in Japan. JAL was established as a national airline, during the postwar Japan reconstruction period. It is a national flag carrier. After that it was privatized, and now they are doing their own management as a private company [2]. JAL was in bankruptcy (management collapse) while author was a staff. It occurred in 2010. The cause is the result of collecting various event risks at once. Among them, it was told that there was a delay in reforming the consciousness of employees as one of the reasons which gradually lost physical strength as a company. The corporate climate without a sense of crisis in the national enterprise was not able to be dispelled, and it was left out of surrounding competition.

The road of reconstruction began shortly after the collapse. Author had also experienced awareness reform that JAL worked on during the course of reconstruction. It was a thorough awareness reform to completely eliminate existing ideas. For an author who had worked for nearly 30 years at that point, it was a revolution that was astonished to see if we had to return to the origin. Based on that experience, the author would like to consider ways to educate employees based on hospitality management. Also, from that analysis, the author would like to consider what kind of education and training will bring results to young people who will be responsible for the next generation.

## 2. Literature Review

### 2.1. Definition of words

As a definition of hospitality, "it is embodied in the relationship between people and people, people and goods, people and society, people and nature, etc., not only in the hospitality treatment scenes. Hospitality goes between host and guest, but it is not a one-way. The actions the host performs for the guests, the guests who receive it also appreciate [3]. It is necessary for the hosts to be informed that the guests feel pleasure, and also necessary that a relationship of sharing pleasure be established together. Hospitality is established only when "mutual satisfaction" exists between the two.

In other words, there are objects and areas in hospitality. In order to demonstrate hospitality, it is necessary to share the process and results together. In order to foster the ability and consciousness to demonstrate hospitality, we will pursue how we can share our feelings with others [4]. Hospitality and service are different in concept from its etymology. When it traces the etymology, the service originates in the language meaning "slave", and the relationship between humans is also made up of a unilateral "master-slave relationship" in the concept of service [5-6].

In other words, in the concept of service, the side receiving the service is the master and the side that provides the service is the servant. In such a relationship, since the customer is the master, the staff who provides the service is in a position to be "served" to obtain "satisfaction", and the relation between the customer and the staff is formed only in the upper and lower relations.

On the other hand, the origin of hospitality is based on the position of "equal" between humans, and the fundamental attitude is to cooperate with each other to create a relationship. It can also be read from the fact that hospitality is derived from "hospital" and "hotel". It differs from the origin of the service derived from "servant" and "deserve". In fact, the side that welcomes guests also feels joy at the same time by providing joy to customers. This relationship is not a hierarchical relationship but an equal sideways relationship [7].

Table. 1. Difference between service and hospitality

	Service English: service Serve / serve	Hospitality English: hospitality Hospitality / hospitality spirit / hospitality Management
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Etymology	Latin: servitus Meaning: Slave	Latin: hospes Meaning: a traveler / a guardian of a guest
Derivative word	slave: slave servant: servant servitude: Pain	hospital: hospital hospice: Hospice hotel: Hotel
relationship	Vertical relationship Master-slave relationship Consideration has occurred	Horizontal relationship Customer relationship Do not ask for consideration Attention to others
Character	Anytime · anywhere · anyone	At this time · This place · Only this person

Hattori says that the definition of hospitality is "humanity to build a correlation suitable for becoming equal with each other". The definition of "equally worthy" means that there is no superiority between the two sides, the various influences between places are calm and apply to the way to be done. It also points out that the mind trying to understand the other's feelings compared to yourself, such as how to do, how to say things, how to handle yourself, will be carefully delivered.

## 2.2. Necessity to learn hospitality

Even in Japan, the growing interest in hospitality is thriving in industries of all sectors. Currently, the importance of hospitality is told in a wide range of fields including medical institutions, financial institutions, government agencies, and welfare fields, as well as service industries represented by conventional hotels and restaurants. That's because hospitality is a way of seeking mutual understanding between humans.

In order for companies to continuously acquire customers, it is necessary to raise the royalty. Royalty is the affinity of the company itself and products. When it comes to a psychological state of "I cannot be satisfied without this product" or "I only use this brand", royalty will rise and customers will only use that company. As a corporate activity, how to acquire more customers continuously with royalty is the key to survival and growth [8].

What is necessary to increase royalties is the emotional experience of customers. People have a high affection to those who get deep emotion. The starting point for impressing this person is to demonstrate hospitality from the bottom of our heart. When hospitality from a sincere feelings leads to the other's mind, the partner returns with affection in the form of emotion. This is "interactive" and is a concept of "co-creation" that we can create together. Hospitality management is how to build a relationship of "co creation", how to build up the mechanism, and teach.

Therefore, at educational sites like universities, education to teach the hospitality minds needed in society is essential for young people who have a profession as a society person in the future. Because it is necessary for society to deepen mutual understanding between humans [8].

## 2.3. Examples of Ritz-Carlton

Carrying out hospitality management is to pursue and execute corporate mission (philosophy). RitzCarlton's efforts are famous as a case of this success. Ritz-Carlton is said to demonstrate the world's best hospitality. There is great ingenuity there. It is the establishment of the idea of "gold standard" that employees always keep in mind. It contains a belief that should be called the essence condensing the foundation of philosophy, mission and hospitality in Ritz-Carlton. Because this belief is practiced as thought, Ritz-Carlton is recognized as the world's highest hospitality company.

The gold standard is the basic spirit of Ritz-Carlton, which is a philosophy and idea, it shows a corporate mission. It is not a manual. If you understand this and employees share the same sensibility and values, it is easy to practice emotional hospitality. This way of thinking is settled as a card, and it is distributed to all employees. The card contains "Credo", "Motto" "Promise to Employees" "3 Steps of Service" "Service Value". Because it becomes a size to enter into the chest pocket, it is a thing to read repeatedly until the staff can really understand. It is intended to soak into the body as well as read [9].

"Credo" and "Motto" are the basic philosophy of Ritz-Carlton. Especially at the "Motto", staff who says "We are ladies and gentlemen who serving ladies and gentlemen" also says that staff who do hospitality are also unable to provide real hospitality unless they are ladies and gentlemen. For the staff, the company represents a culture that respects staff as important human resources. This is "promise to employees". It is creating a foundation to train staff who can positively embody the basic idea.

Both "3 steps of service" and "service value" are guidelines for action of staff. It clearly clarifies the pride and attitude of the staff which is the basis of action. At the Ritz-Carlton, there is a good circulation that the staff fully understand the gold standard's deep meaning, and that the system is packed from the top of the head to the toe of the foot, and that the staff is voluntarily practicing it. There is not only a system to distribute the card, but a system such as basic education and training, sharing of case by staff, discussion to realize case examples, reward of excellent staff, etc are established. Repetition of practicing these thoroughly brought about the penetration of the gold standard. As an effect of this, Ritz-Carlton has experienced cases that impress visitors in all departments within the company. It is why Ritz-Carlton is globally referred to as a successful example of hospitality management [10].

### 3. Methodology

#### 3.1. Revitalization of JAL

JAL has been a leader in the industry as a representative of Japan's hospitality industry. Originally founded as a state-owned airline company, after that, along with the rapid economic growth of Japan, as a symbol of hospitality country "Japan", it also improved the overseas recognition. Wearing uniforms of kimono in first class and offering Happi coat as loungewear were famous as Japanese hospitality. Each correspondence produced in the plane of JAL is taking the spotlight as a symbol of Japanese hospitality. As an in-house tradition, its spirit was inherited even in the 2000s. However, on the other hand, the business condition was not good. Actually, the environment surrounding the industry has undergone a drastic change, the fact that it was not able to get on the wave of the times and the troubles caused by becoming a large company at once. Finally, JAL went bankrupt in 2010 [11-13].

When JAL suffered a big pain that have never experienced before, they was discussing what they should do for rehabilitation inside the company. A corporate manager was sent in order to rebuild from outside the company. Under his leadership, they will begin walking the path of rebuilding. Mr. Kazuo Inamori, Chairman of Kyocera Corporation was appointed president. Inamori's reforms are two main points. One was to improve business profitability and the other was to focus on reforming awareness of each employee. Until then, JAL's employees' awareness lacked a point of view as to what to prioritize as a person. As a result, there was a deep remorse for being driven into bankruptcy, bringing about a phenomenon of being away from customers and competing with other companies.

#### 3.2. Origin of JAL Philosophy

Based on Mr. Inamori's leadership, the center of consciousness reform implemented by JAL is to set action guidelines called "JAL Philosophy".<sup>4</sup> In concrete practicing the corporate philosophy set up as a corporate motto, JAL Philosophy is what made the clarification by segmenting the basic idea of action into 40 items. Employees always kept this philosophy as a guide to their action. Its contents are mainly focused on how to hold mind and attitude.

The thing to be aware of is that it is not a manual concerning manners. In other words, it is not a matter of pointing out the know-how of customer service to customers, but it summarizes ideas that are the basis of awareness and behavior as employees. It is the basis at the time of demonstrating hospitality.

How was the awareness of employees in JAL until bankruptcy? According to Mr. Inamori who assumed office as chairman to tackle the reconstruction, the fundamental idea of valuing customers is lacking, because profit margins are thin. In the planning of merchandises, they also pointed out that customers were absent, customers even at the front line of customer service at the workplace lagged behind, and management's awareness was also concerned about internal conflicts of hegemony. Mr. Inamori had experience in rebuilding many large companies in the same case, but seems to be surprised at the actual situation of JAL.

### 3.3. Specific items of JAL Philosophy

Philosophy is the starting point of each individual's behavior. Among the finely segmented whole, the author will introduce some symbolic items, especially concerning awareness reform. Both are suggestive ways to hold a mind as a person, and it is a way of thinking that it always faces a partner (customer). In other words, it is the idea that can be called the most important origin in developing hospitality management.

Table. 2. Some of JAL Philosophy (extracted by author)

"Have the correct way of thinking as a human"
As a prerequisite for practicing Philosophy, as a child, such as "You must be honest," "Do not lie", "Do not deceive people", "Protect promises," "Be considerate of others" It is a very fundamental moral view taught from parents and superiors. Although it is natural that it feels "quite common", there is no one who is able to do this thoroughly indeed. In other words, it is important to ask yourself "What is right for us as human beings" and to pass through the right things with courage.
"Have a beautiful heart"
When people try to decide something, the judgment will become cloudy if you consider somewhat more convenient for yourself. The result goes in the wrong direction. Humans tend to deviate toward people who are interested anyway. Everyone forgets compassion for their partner, and if you give out "self", you cannot get surrounding cooperation and work will not proceed smoothly. There are "good heart" and "bad heart" in the person's heart. "A good heart" is a "heart of altruism" that is filled with compassion and philosophy, considering customers and colleagues and others. On the other hand, "bad heart" is "heart of selfishness" full of ego that only myself should do. People have to make efforts to increase this "good heart" even a little in my mind and reduce "bad heart". Rather than thinking only about yourself, if you try to think people around and try hard to have a beautiful heart filled with compassion and love, you will certainly have a wonderful life.
"I have a gratitude"
It is because there are cooperation and support of many people in the surrounding area such as customers, stakeholders, colleagues in the workplace, families, etc., that employees are present today and can work for themselves. Even if one of them lacks, we do not exist now. By constantly keeping in mind this and spending our days, we will be able to express our sincere appreciation to everyone around us. Also, do not you forget your humble attitude, or do you feel gratitude from the bottom of mind? It is always important to look back on your own life. "Thank you" of form only is not something to be transmitted to the other person. Always humble and honest feelings, thanking people around us to do daily work and make our own life happy.

As can be seen from these philosophies, contents are quite natural as human beings. The natural way of thinking is the feature of JAL philosophy. Even though employees are aware of how unconscious they have been doing so far. Since philosophy was introduced, it became aware of its contents during education and daily work, it is a fact that a change occurred in the awareness of the employees. Employees of JAL experienced that continuing to have contact with people with "having a correct heart" or "a heart of altruism" in daily consciousness leads to human behavior. In the moment, opportunities to stop returning to me are increased.

### 3.4. Equations

How did JAL Philosophy introduced from such a background get penetrated by employees after reconstruction? JAL first tried to penetrate it in the form of education.<sup>5</sup> They gathered employees from various types of occupations inside the company across the board and decided to have the opportunity to educate people to think about JAL philosophy once every three months, that is, one employee made four times a year.

In one education, specific items from among 40 items of philosophy are set as the theme of that period. An employee who is a student gathers from each workplace using about half a day and thinks about this theme. By instructor's guidance, they will first review their own perspective of the concept of the theme that has been set up. Also share experiences and ways of thinking of other students. Company explains in detail the contents that the theme intends. Eventually it tries to discuss until the idea falls short of it, and one education is over.

Philosophy is also used in scenes other than education. At the start-up meeting at each workplace, they picked up the philosophy that is the basis of our behavior on the day, facing work and declaring our attitude. Also at the workshop meeting at the time of work, they reflect on the work that I have done one day in light of Philosophy and look back.

In this way, by repeatedly conducting regular education and reviewing in daily work, "JAL Philosophy" spread to every 40,000 group employees gradually. As a result of penetration, employees became conscious of what is most important as a person at the contact point with customers and at the forefront of corporate activities. They always begin to think for what purpose they do this work and who will do this work for? It always came to keep in mind what to do in order to deliver the best response to the customer. It naturally came to be conveyed to the customer, and it became possible to obtain high evaluation. In other words, JAL's philosophy has become a driving force behind the mind to demonstrate hospitality, and has established itself as a common sense for all employees.

## 4. Results and Discussion

### 4.1. Difference from Manner Education

In Japan, the author believes that education that companies and educational institutions are trying to penetrate is captured in two aspects. One is an aspect of manners education. The other is an aspect of hospitality education. There are realities that these two different educational principles are confused and used. Manner education is an education aimed at obtaining formal correspondence even in the public place by understanding the way of thinking of ceremonial manners and acts represented by manner protocols, and acquiring them. There is a partner who is the target of manners, and it is a manners of taking action not to be rude to the opponent. Therefore, the master-slave relationship is clear, it is a way of thinking that conforms to the concept of service, training and practice is mainly as education to acquire. As an example, it is decided in detail in the scene related to international ceremonies, such as the method of bowing when seeing a person, the method of having a meal, the method of sending something, and so on. It can be said that practicing bowing etc is typical manners training.

### 4.2. How to learn hospitality?

On the other hand, hospitality education is distinct from manners education that learns formal manners and behaviors. It is that it considers individual consciousness and the possession of the mind. Its purpose is to foster consciousness. As a result of taking that action, we think about how the other person feels and what kind of response it will follow along with the interaction of the two-way mind. It is a concept that is regarded as the definition of hospitality management. Sometimes psychologically, sometimes behavioral scientific analysis and learning as a way of thinking.

Including this hospitality education, awareness reforms are "to achieve the organization's business objectives and at the same time all multi-disciplinary optimal for all stakeholders to create a state of wellbeing, happiness, prosperity and optimum satisfaction. It leads to hospitality management which is defined as "creative management" (Hattori). In short, like JAL's Philosophy Education, learning hospitality is to reform awareness and learn how to act with reform consciousness.

### 4.3. Which one do we need now?

In creating a Japanese hospitality culture in the future, it will be necessary to reorganize according to the concept of hospitality management. Japanese manners and methods of appreciation are still highly evaluated worldwide, giving an impression to foreigners who visit Japan. Each one is attentive and careful attention to detail is a characteristic of Japanese hospitality. Therefore the author does not deny that this Japanese virtue will be inherited. At the same time, however, it is necessary for themselves to recognize the importance of awareness reform. The above-mentioned Ritz-Carlton gold standard and JAL Philosophy are just examples of successful hospitality management.

To embody high manners gives a sense of satisfaction to the people. Appropriate manners are also necessary when shifting from dissatisfaction to satisfactory. However, as human psychology, when people reach moving areas from the area of satisfaction, people feel strong hospitality and sympathize with the actions of opponents. Therefore, in order to truly impress the people, we must try to improve hospitality.

## 5. Conclusion

### 5.1. The way of hospitality education at university

As to how effectively companies practice hospitality management in the enterprise, JAL Philosophy and other companies' cases are good examples. Internal education in the company is also an important measure.

Meanwhile, young people become employees of society and are employed in the hospitality industry like JAL. First, they will receive in-house education and on-the-job training, and a hospitality mindset will be fostered in professional experience. However, as a stage before becoming a member of society, how do they educate the importance of hospitality and what are they aware of now?

Based on own experience, the author would like to insist that young people should try to raise awareness to demonstrate hospitality from the stage before becoming a social worker. In other words, it is a consciousness that they want to acquire as a human being, as early as possible, they will learn more, and their practical skill will increase.

College students are one person whose self has already been established. However, they still has no occupation. It is unclear whether the purpose of the job and task of job. If they are a society person, the target area for the company and for the customer are clear. However, the student is not yet a member of the company. If it is, they can build awareness as a member of society. By doing so, they should be ready at the stage before entering the society.

### 5.2. Recommendation

From this observation, it is necessary for young people to set their own philosophy, which considers themselves as a member of society. They should pick up what they want to have their own code of conduct, and make it their own philosophy.

In Japan, students receive a moral education in primary school, but in higher grades and higher education stages like high school or university, moral education decreases. Although it is described as a principle of behavior in academic fields such as marketing theory and psychology at university, there are rare opportunities to think in each mind.

Among the items extracted from JAL's Philosophy, there are "Have the correct way of thinking as a human being", "Have a beautiful heart" "Have gratitude". These concepts are also highly applicable for students before becoming a social worker. They should have an interest in the people around them and a viewpoint on what people in the surroundings think.

It is need to arrange these philosophies for young people and actually utilize it for education. Specifically, in a small number of lessons like seminars, they should learn styles that each person thinks. Looking back in relation to Philosophy in the seminar, as companies people are doing reflections based on philosophy at starting hours and

working hours. It can be content that they discussed with their family. In contrast to philosophy, they repeat to clarify their own feelings. By doing so, the essence of human beings will be imprinted, becoming the backbone of how to hold the mind when dealing with things.

Author also believe that internships carried out within the university and places for extracurricular training can be utilized to a great extent. The environment outside the campus is already a society. In society there are points of contact with people of the general public, including society and people. With that in mind, they first decide their own philosophy (motto) and go on training. At the stage of preparing for training in advance, they should think carefully about what kind of philosophy they will come in contact with. It does not matter if it is a very simple motto. For example, we decide on the philosophy "tell the gratitude feeling" to the person meet during training. And give a healthy greetings to all the people meet during the training. And at the end, be sure to express their gratitude. "Thank you for being indebted." "Thank you for your guidance." "Thank you for coming to our store." In parallel with learning the work content in the training, the basic consciousness reform that has a feeling of appreciation to people will be acquired through internship training.

Having their own philosophy in this manner leads to a clear self-understanding, and it will be possible to conduct a highly convincing analysis when trying to express themselves. Although it can be said as a secondary effect, as self-understanding progresses, convincing power is born when expressing themselves in situations such as job hunting. Self-PR as a result of strict self-analysis is realistic, and it can express its characteristics quite easily. In addition, if the creed always having oneself matches with the idea of the target enterprise, it will be motivated and self expression can be given as a motto with a strong will.

In parallel with learning the manner of society as a society person, it can be said that the effect of arranging work of consolidating their own consciousness in college days becomes extraordinary in later life. In order to make this recommendation more specific, author would like to consider examining concrete plans of hospitality education at university in the future.

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