EVALUATE THE ELEMENTS THAT CONTRIBUTETO THE SUCCESS OF KAIZEN IMPLEMENTATION IN MANUFACTURING SECTOR

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EVALUATE THE ELEMENTS THAT CONTRIBUTE TO THE SUCCESS OF KAIZEN IMPLEMENTATION IN MANUFACTURING SECTOR

By

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ABSTRACT

This study aims to investigate the relationship between worker attitude, skill, knowledge, and management support and success of kaizen implementation among SRM employees in the manufacturing sector. The relationship between those variables are predicted based on relevant literature, and are tested using survey results from 206 of the SRM employees in Arau, Perlis. Descriptive statistics analysis and inferential statistical analysis are used to analyze the corresponding characteristics of the sample. Reliability of measures is established by testing for both consistency and stability. Pearson’s Correlation are used to test the relationships between attitude and success of kaizen implementation, skill and success of kaizen implementation, knowledge and success of kaizen implementation, and management support and success of kaizen implementation. Overall results indicated that all the independent variables i.e. attitude, skills, knowledge and management support were significant influence to the success of kaizen implementation. Hypothesis one is accepted: There were positive relationships between attitude and success of kaizen implementation. Hypothesis two is accepted: There were positive relationships between skills and success of kaizen implementation. Hypothesis three is accepted: There were positive relationships between knowledge and success of kaizen implementation. Hypothesis four is accepted: There were positive relationships between management support and success of kaizen implementation. Attitude has strong influence contribute to the success of kaizen implementation. Skills and knowledge has moderate influence. However management support has less influence contribute to the success of kaizen implementation.
ABSTRAK

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TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PERMISSION TO USE</td>
<td>ii</td>
</tr>
<tr>
<td></td>
<td>DISCLAIMER</td>
<td>iii</td>
</tr>
<tr>
<td></td>
<td>ABSTRACT</td>
<td>iv</td>
</tr>
<tr>
<td></td>
<td>ABSTRAK</td>
<td>v</td>
</tr>
<tr>
<td></td>
<td>ACKNOWLEDGEMENT</td>
<td>vi</td>
</tr>
<tr>
<td></td>
<td>TABLE OF CONTENTS</td>
<td>vi</td>
</tr>
<tr>
<td></td>
<td>LIST OF TABLES</td>
<td>x</td>
</tr>
<tr>
<td></td>
<td>LIST OF FIGURES</td>
<td>xii</td>
</tr>
<tr>
<td></td>
<td>LIST OF ABBREVIATION</td>
<td>xii</td>
</tr>
</tbody>
</table>

CHAPTER 1 – INTRODUCTION

1.1 Introduction
1.2 Background of the study
1.3 Problem statement
1.4 Research questions
1.5 Research objectives
1.6 Significant of the study
1.7 Scope and limitation of study
1.8 Organization of the thesis

CHAPTER 2 – LITERATURE REVIEW

2.1. Chapter overview
2.2. Background of research
2.3. Kaizen definition
2.4. Guideline for Kaizen implementation
2.5. Processes and results
2.6. Putting quality first
2.7. Hard data versus hunches and feelings

vii
2.8. The next process is the customer.............................................. 17
2.9. Visual management.................................................................17
2.10. *Kaizen* success implementation in manufacturing sector.............. 20
2.11. Review of key studies...............................................................22
2.12. Evaluation of key studies.........................................................24
2.13. Review of related study on attitude.......................................... 24
2.14. Review of related study on skill.................................................24
2.15. Review of related study on knowledge – understanding the need for
      *kaizen*........................................................................... 25
2.16. Review of related study on management support........................ 25
2.17. Review of related study on success of *kaizen* implementation - impact on
      area.................................................................................. 26
2.18. Conclusion.................................................................................. 26

CHAPTER 3 – RESEARCH METHODOLOGY
3.1. Introduction.................................................................................27
3.2. Theoretical framework...............................................................27
3.3. Population and sample...............................................................28
3.4. Research subjects.......................................................................29
3.5. Data analysis techniques............................................................29
3.6. Description of instrumentation..................................................29
3.7. Section A....................................................................................31
3.8. Section B....................................................................................31
3.9. Pilot test.....................................................................................32
3.10. Data collection...........................................................................33
3.11. Data analysis.............................................................................34
      3.11.1 Descriptive statistics.........................................................34
      3.11.2 Inferential statistics...........................................................35
      3.11.3 Reliability test (Cronbach’s alpha)................................. 36
3.11.4 Pearson’s correlation coefficient……………………………………36

3.12. Conclusion………………………………………………………………37

CHAPTER 4 – FINDINGS

4.1. Introduction………………………………………………………………38

4.2. Descriptive analysis of the sample………………………………………38

4.2.1. Gender…………………………………………………………………39

4.2.2. Age……………………………………………………………………39

4.2.3. Highest education……………………………………………………40

4.2.4. Organizational tenure…………………………………………………40

4.2.5. Job status………………………………………………………………41

4.2.6. Kaizen contribution………………………………………………….42

4.3. Testing goodness of data………………………………………………..42

4.3.1 Gender and success of kaizen implementation………………………43

4.3.2 Age and success of kaizen implementation…………………………44

4.3.3 Highest education and success of kaizen implementation………...46

4.3.4 Organizational tenure and success of kaizen implementation………47

4.3.5 Job status and success of kaizen implementation…………………..48

4.3.6 Kaizen contribution and success of kaizen implementation………50

4.4. Reliability analysis………………………………………………………51

4.5. Hypothesis testing………………………………………………………52

4.5.1 Hypothesis one (H1); There were positive relationships between attitude and success of kaizen implementation……………………53

4.5.2 Hypothesis two (H2); There were positive relationships between skills and success of kaizen implementation……………………54

4.5.3 Hypothesis three (H3); There were positive relationships between knowledge and success of kaizen implementation…………55

4.5.4 Hypothesis four (H4); There were positive relationships between management support and success of kaizen implementation……56

4.6. Conclusion………………………………………………………………57
CHAPTER 5 – DISCUSSIONS AND CONCLUSION

5.1. Introduction ........................................................................................................... 58
5.2. Discussion on the demographic factors ............................................................... 58
5.3. Discussion on the research hypothesis ................................................................. 60
      5.2.1 Hypothesis one – there is a significant relationship between attitude and kaizen success implementation .............................................. 61
      5.2.2 Hypothesis two – There is a significant relationship between skills and kaizen success implementation ........................................... 62
      5.2.3 Hypothesis three – There is a significant relationship between knowledge and kaizen success implementation ....................... 63
      5.2.4 Hypothesis four – There is a significant relationship between management support and kaizen success implementation ........ 63
5.4. Conclusion ............................................................................................................. 64
5.5. Direction of future research ................................................................................ 65

REFERENCES ............................................................................................................... 67

LIST OF APPENDICES
APPENDIX A - Kaizen questionnaires .................................................................... 72
APPENDIX B: Inferential statistical analysis ............................................................... 77
APPENDIX C – Pearson’s correlation ........................................................................ 100

LIST OF TABLES
Table 3.6: Distribution of the variable ........................................................................ 30
Table 3.9: The validity and reliability results of the pre-test study ............................. 33
Table 4.2.1: Distribution of respondents according to gender .................................. 39
Table 4.2.2: Distribution of respondents according to age ....................................... 40
Table 4.2.3: Distribution of respondents according to highest education ............... 40
Table 4.2.4: Distribution of respondents according to organizational tenure ......... 41
Table 4.2.5: Distribution of respondents according to job status ............................ 41
Table 4.2.6: Distribution of respondents according to kaizen contribution ............ 42
Table 4.3.1 (a): Mean result for differences between gender and success of kaizen implementation…………………………………………………43

Table 4.3.1 (b): Independent sample t-test result for differences between gender and success of kaizen implementation……………………………………44

Table 4.3.2 (a): Mean result for success of kaizen implementation by age group………………………………………………………………………………………………45

Table 4.3.2 (b): ANOVA result for differences age and success of kaizen implementation……………………………………………………………………45

Table 4.3.3 (a): Mean result for success of kaizen implementation by highest education………………………………………………………………………………46

Table 4.3.3 (b): ANOVA result for differences highest education and success of kaizen implementation…………………………………………………46

Table 4.3.4 (a): Mean result for success of kaizen implementation by organizational tenure…………………………………………………………………………47

Table 4.3.4 (b): ANOVA result for differences organizational tenure and success of kaizen implementation…………………………………………………48

Table 4.3.5 (a): Mean result for success of kaizen implementation by job status……………………………………………………………………………………49

Table 4.3.5 (b): ANOVA result for differences job status and success of kaizen implementation…………………………………………………………………49

Table 4.3.6 (a): Mean result for success of kaizen implementation by kaizen contribution………………………………………………………………………………50

Table 4.3.6 (b): T-test result for differences kaizen contribution and success of kaizen implementation………………………………………………………51

Table 4.4: Reliability result of independent variables………………………………………………………………………………………………………………………52

Table 4.5.1: Relationship between attitude and success of kaizen implementation…………………………………………………………………………………………53

Table 4.5.2: Relationship between skills and success of kaizen implementation………………………………………………………………………………………54

Table 4.5.3: Relationship between knowledge and success of kaizen implementation……………………………………………………………………………………55

Table 4.5.4: Relationship between management support and success of kaizen implementation……………………………………………………………………56

Table 5.3: Summary of the result………………………………………………………………………………………………………………………………………………….60
LIST OF FIGURE

Figure 2.5: PDCA cycle and SDCA cycle.............................................15
Figure 3.2: Theoretical framework.........................................................29

LIST OF ABBREVIATION

SRM    Shorubber (M) Sdn Bhd
CPI    Continuous Process Improvement
QCD    Quality, Cost and Delivery
KSA    Knowledge, Skills, Attitude
KKSA   Kaizen, Knowledge, Skills, Attitude
PDCA   Plan – Do – Check – Act
SDCA   Standardize – Do – Check – Act
IV     Independent variable
DV     Dependent variable
CHAPTER 1

INTRODUCTION

1.1 Introduction.

*Kaizen* is a Japanese word that has become common in many western companies. The concept of *Kaizen* (or continuous improvement) has received much attention as a key to Japan’s competitive success (Imai, 1986). The way of thinking named *Kaizen* as “Japanese style of quality management” became an object of interest of Europe and American industrialist, when Japanese economy had success in 80-ies of the XXth century. (Wawak, 2004)

*Kaizen* is a compound word involving two concepts: Kai (change) and Zen (for better) (Palmer, 2001). The term comes from Gemba *Kaizen* meaning continuous improvement (CI). Continuous improvement is one of the core strategies for excellence in production, and is considered vital in today’s competitive environment (Dean & Robinson, 1991). It calls for endless effort for improvement involving everyone in the organization (Malik & Ye Zhuang, 2006). *Kaizen* strategy is the single most important concept in Japanese management – The key to Japanese competitive success; *Kaizen* means ‘on-going’ improvement involving everyone – top management, managers and workers. (Imai, 1986)

*Kaizen* events are often associated with lean production (Womack et all, 1990), and published practitioner account suggest that they can result in substantial improvement in technical system outcomes, (such as lead time, work process, inventory and productivity) (Kosanda & Faris, 2004) as well as in sosial system outcomes, such as employee knowledge, skill and attitude, aligned with continuous improvement. The strength of *kaizen* events improved the technical system and social system in an
REFERENCES


