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**PEMBANGUNAN MODEL PEMINDAHAN
PENGETAHUAN TERSIRAT UNTUK PENGURUSAN
LEAN DALAM ORGANISASI**



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UNIVERSITI UTARA MALAYSIA
Ogos 2017**

**PEMBANGUNAN MODEL PEMINDAHAN PENGETAHUAN TERSIRAT
UNTUK PENGURUSAN *LEAN* DALAM ORGANISASI**



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ABSTRAK

Persaingan yang semakin sengit di seluruh dunia telah mendorong organisasi termasuk industri pembuatan di Malaysia untuk melaksanakan sistem pengurusan *lean* dalam organisasi mereka. Walaupun terdapat banyak kajian yang telah dilakukan terhadap pelaksanaan sistem pengurusan *lean*, namun tidak banyak kajian yang dilakukan terhadap pembangunan pemindahan pengetahuan tersirat *lean* dalam organisasi bagi mengatasi cabaran dalam dunia perniagaan yang semakin pesat. Kajian ini telah mengenal pasti faktor-faktor pembangunan pengetahuan *lean* dalam organisasi, dan seterusnya mengkaji tentang pemindahan pengetahuan tersirat *lean* yang mana melibatkan pihak penghantar dan pihak penerima pengetahuan *lean* dalam organisasi. Selain itu, kajian ini juga turut membangunkan sebuah model pembangunan pemindahan pengetahuan tersirat *lean* yang sesuai bagi membantu organisasi membangunkan pengetahuan *lean* dalam organisasi mereka. Data dikumpul menerusi kaedah kualitatif dengan melalui kajian kes tunggal di sebuah kilang pembuatan automotif di Malaysia. Data yang diperolehi dianalisis berdasarkan tema dan kod yang sesuai dengan menggunakan perisian ATLAS-ti. Hasil kajian telah memperlihatkan tentang pembangunan pengetahuan *lean* oleh pihak penghantar melalui beberapa elemen utama seperti latihan *lean*, kajian kes, kaedah simulasi, lawatan industri dan perkongsian pangkalan data dan sumber internet (video). Dapatan kajian juga turut mendapati, pemindahan pengetahuan tersirat *lean* disampaikan kepada penerima melalui latihan *lean* yang melibatkan secara langsung dan tidak langsung. Menerusi dapatan kajian yang dilakukan, sebuah model pembangunan pemindahan pengetahuan tersirat *lean* dibangunkan bagi membantu meningkatkan prestasi kerja semasa pelaksanaan sistem pengurusan *lean* dalam operasi. Pelaksanaan pengurusan *lean* akan lebih berkesan sekiranya setiap organisasi mempunyai pengetahuan *lean* dengan baik dan memahami cara pelaksanaannya dengan betul semasa pelaksanaan *lean* dalam proses pengeluaran.

Kata kunci: pengurusan *lean*, kajian kes tunggal, pemindahan pengetahuan *lean*, pengetahuan tersirat *lean*

ABSTRACT

The increase in competition worldwide had driven organizations, including manufacturing industry in Malaysia to perform the implementation of lean management system in their organizations. Although many studies have been done on the implementation of lean management system, there are few studies done on the development of lean tacit knowledge transfer within the organization to address the challenges in the rapid business environment. This study had identified the key elements to develop the lean knowledge and then investigated the transfer of lean tacit knowledge which involves the sender and the recipient of lean knowledge within the organization. Besides, this study also developed a model of tacit lean knowledge transfer to help organizations develop lean knowledge in their organization. Data was collected through qualitative methods using a single case study in an automotive manufacturing plant in Malaysia. The obtained data was analyzed according to the appropriate theme and code using ATLAS-ti software. The results found that the development of lean knowledge by the sender through various key elements such as lean training, case studies, simulation method, industrial visits and sharing of databases and internet resources (video). The study also found that the transfer of lean tacit knowledge to receiver was delivered through two types of training involving direct and indirect lean training. From the study conducted, a transfer of lean tacit knowledge development model was developed to improve the work performance during the implementation of lean management system in operation. The implementation of lean management will be more effective if every organization had a good lean knowledge and understand how to properly implement lean in the production process.

Keywords: lean management, single case study, lean knowledge transfer, lean tacit knowledge

PENGHARGAAN

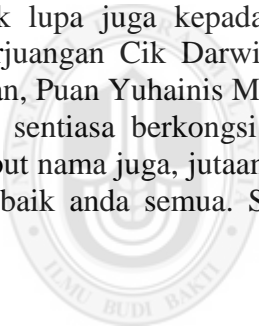
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SENARAI SINGKATAN

TPS	Sistem Pengeluaran Toyota
SECI	<i>Socialization, Externalization, Combination, Internalization</i>
NUMMI	New United Motor Vehicle Program
MIT	Massachusetts Institute of Technology
MAI	Malaysian Automotive institute
PPE	Perancangan, Pengeluaran Dan Kejuruteraan
QC	Kawalan Kualiti
QA	Kawalan Jaminan
TA	Pembantu Teknikal
PIT	Part Improvement Team
ICC	Kumpulan Kreatif Berinovasi
QCC	Kumpulan Kreatif dan Kualiti
MPC	Malaysia Productivity Corporation



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SENARAI LAMPIRAN

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BAB SATU

Pengenalan

1.1 Pengenalan

Bab ini adalah terdiri daripada tujuh bahagian utama iaitu (i) latar belakang kajian (ii) pernyataan masalah (iii) objektif kajian (iv) persoalan kajian (v) skop kajian (vi) sumbangan kajian dan (vii) susun atur tesis. Bab pertama ini bertujuan untuk memperkenalkan konteks penyelidikan dan struktur tesis yang menerangkan secara ringkas kandungan bagi bab-bab berikutnya.

1.2 Latar Belakang Kajian

Industri global dalam abad ke-21 ini telah mendorong kebanyakan syarikat-syarikat perkilangan di Malaysia untuk melaksanakan strategi pengurusan yang berkualiti bagi meningkatkan kecekapan syarikat untuk terus berdaya saing. Pada mulanya, pengurusan *lean* diperkenalkan disebuah kilang Toyota di Jepun yang dikenali sebagai Sistem Pengeluaran Toyota (TPS) sejak tahun 1960. Pada masa kini, pelaksanaan pengurusan *lean* telah meningkat secara global terutamanya dalam industri pembuatan. Sejak tahun 2000, kerajaan Malaysia telah meletakkan usaha yang besar untuk meningkatkan produktiviti dan kecekapan syarikat pembuatan tempatan untuk menyumbang kepada margin keuntungan yang lebih tinggi. Daya saing syarikat perkilangan ditentukan oleh keupayaan mereka untuk bertindak balas dalam persekitaran yang berubah-ubah untuk menghasilkan nilai produk yang berkualiti tinggi pada kos yang lebih rendah bagi setiap keperluan pelanggan.

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