

What Drives A Successful Kaizen Implementation? An Insight from Malaysian Automotive Manufacturers

Mohd Ghazali Maarof
Shahryar Sorooshian
Faculty of Industrial Management
Universiti Malaysia Pahang
26030 Kuantan, Pahang Darul Makmur
Malaysia
mohdghazali@ump.edu.my
sorooshian@ump.edu.my

Suhaila Abdul Hamid
Faculty of Economics and Muamalat
Universiti Sains Islam Malaysia
71800 Nilai, Negeri Sembilan
Malaysia
suhaila@usim.edu.my

Abstract

Automotive industry in Malaysia provides vital contributions to Malaysian economy. To remain competitive in a globalised business environment, business players will have to ensure continuous improvement are being implemented as part of their business strategy. This paper presents some of the findings from a larger study on Kaizen implementation among automotive manufacturers and their suppliers in Malaysia. Fifteen semi-structured interviews were conducted among automotive manufacturers and their suppliers in the Klang Valley and Pekan, Pahang. The data which was recorded during the interview was then transcribed and coded before being divided according to relevant themes. Top management commitment, clear Kaizen objective and target, cross-functional effort, good Kaizen knowledge, effective Kaizen control system, the existence of a champion, supportive organizational culture, employee empowerment and role of relevant government agencies are found to be important in Kaizen implementation. Findings from this study are useful to companies which are going to embark into Kaizen or having difficulties to sustain their Kaizen activities. In addition, it could also be useful to respective government agencies to devise strategies that could help automotives companies to sustain their operations in Malaysia.

Keywords

Continuous Improvement, Kaizen, Automotive, Interviews

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Biography

Mohd Ghazali bin Maarof is a lecturer at Faculty of Industrial Management, Universiti Malaysia Pahang. He has over 20 years of Industrial experience with Multinational and GLC companies before joining academic. He earned B.Sc. in Electrical Engineering from University of Missouri-Columbia and Master of Business Administration from

Universiti Teknologi MARA. He has published journal and conference papers. He teaches courses in Industrial Project Management and Procurement in Industrial Management. His research interests includes Operation Management, lean and Supply Chain. He is a member of Industrial Engineers and Operation Management society (IEOM) and Malaysian Institute of Management (MIM).

Shahryar Sorooshian is a senior lecturer at Faculty of Industrial Management, Universiti Malaysia Pahang. He holds a B.Sc. in IE(Industrial Technology), M.Sc.in IE (System Management and Productivity) and PhD in Industrial Engineering. His research area includes Engineering Management, Business (Management) Engineering, Operational and Industrial Management, Business Administration studies, Scientific Management and Managerial Decision makings. He teaches Operation Management, Quality Management and Change Management.

Suhaila binti Abdul Hamid is a senior lecturer at Faculty of Economics and Muamalat, Universiti Sains Islam Malaysia. She holds a PhD in Taxation and has some experience in tax work before joining academic. She earned Bachelor in Accounting (Hons.) from Universiti Utara Malaysia, Master of Science in Accounting and Finance from Essex University and PhD in taxation from University of Canterbury-New Zealand. She is teaching courses in accounting and her research interests are inclusive of accounting, zakat and waqf particularly from tax perspectives. She is member of Malaysian Institute of Accountant (MIA).