

LEAN MANAGEMENT IMPLEMENTATION IN
MALAYSIAN PUBLIC SECTOR: CRITICAL
SUCCESS FACTORS AND PERFORMANCE
IMPLICATIONS

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LEAN MANAGEMENT IMPLEMENTATION IN MALAYSIAN PUBLIC
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IMPLICATIONS

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ABSTRAK

Prestasi sektor awam di Malaysia menghadapi beberapa isu penting (contohnya seperti prestasi perkhidmatan, produktiviti, kepuasan pelanggan, pengurangan kos, dan prestasi alam sekitar) yang disebabkan oleh kewujudan pembaziran (iaitu aktiviti yang tidak memberikan nilai tambah) dalam operasi perkhidmatan mereka. Oleh itu, kajian ini bertujuan untuk menyiasat tentang kesan pelaksanaan pengurusan kejut terhadap prestasi sektor awam bersama-sama dengan faktor-faktor kejayaan kritikal (iaitu sumber kejut, kepimpinan kejut, budaya kejut dan pengurusan pengetahuan kejut) pelaksanaannya. Kaji selidik kuantitatif ini telah mengumpulkan 131 soal selidik daripada organisasi awam di Malaysia yang dipilih melalui prosedur persampelan rawak berstrata. Populasi dibahagikan kepada tiga strata: kerajaan persekutuan, negeri, dan tempatan, dan dari setiap stratum, bilangan sampel rawak dipilih dari stratum. Data dianalisis dengan menggunakan pendekatan Pemodelan Persamaan Berstruktur (SEM) dengan profesional SmartPLS 4. Penemuan menunjukkan bahawa tiga faktor kejayaan kritikal (sumber kejut, budaya kejut, dan pengurusan pengetahuan kejut) yang mempengaruhi pelaksanaan pengurusan lean di kalangan sektor awam di Malaysia. Kepimpinan kejut tidak disokong kerana kajian terdahulu mempunyai sudut pandangan yang berbeza dari peringkat pengurusan tertinggi dalam sektor awam Malaysia. Ia berlaku apabila para pemimpin tidak memahami sepenuhnya penerapan pengurusan kejut, idea kejut tidak dapat mencapai pekerja di bawah mereka. Seterusnya, pelaksanaan pengurusan kejut secara holistik akan membantu organisasi sektor awam di Malaysia untuk meningkatkan prestasi mereka. Secara teorinya, kajian ini memperluaskan sempadan pengetahuan dalam bidang pengurusan operasi dengan melihat kepada organisasi awam dari perspektif *resource-based view* dan teori *complementarity*. Berdasarkan hasil dapatan, pengamal dan penggubal dasar boleh menggunakan pandangan daripada kajian ini untuk menyesuaikan strategi dalam memanfaatkan prestasi sektor awam Malaysia.

ABSTRACT

The performance of the Malaysian public sector is facing several significant issues (e.g., service performance, customer satisfaction, operational costs, etc.) caused by the existence of waste (i.e., non-value-added activities) in their service operations. Therefore, this study aims to investigate the effects of lean management implementation on public sector performances along with the critical success factors (i.e., lean resources, lean leadership, lean culture, and lean knowledge management) of its implementation. This cross-sectional quantitative survey collected 131 questionnaires from public organisations in Malaysia that were selected through a stratified random sampling procedure. The population is divided into three strata: federal, state, and local governments, and from each stratum, a random number of samples were chosen from the stratum. Data were analysed by using the structural equation modelling (SEM) approach with SmartPLS professionals. Findings show that lean resources, lean culture, and lean knowledge management are critical success factors that affect the implementation of lean management in the public sector in Malaysia. Lean leadership is not supported as a critical success factor as previous studies have a different point of view when it comes to the top management level in the Malaysian public sector. It happened when the leaders did not fully comprehend the application of lean management, the idea of lean could not reach their subordinates. Subsequently, the holistic implementation of lean management will help the public sector organisations in Malaysia to enhance their performance. Theoretically, this study extends the boundary of knowledge in the field of operations management by looking into public organizations from the perspectives of the resource-based view and complementarity theories. As a result, practitioners and policymakers could use the insight from this study to tailor strategies for leveraging public sector performance in Malaysia.

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