

INTEGRATION OF MAHALANOBIS-TAGUCHI  
SYSTEM AND TIME-DRIVEN ACTIVITY-BASED  
COSTING IN PRODUCTION ENVIRONMENT

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DOCTOR OF PHILOSOPHY

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## **SUPERVISOR'S DECLARATION**

I hereby declare that I have checked this thesis and in my opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Doctor of Philosophy.

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## STUDENT'S DECLARATION

I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang Al-Sultan Abdullah or any other institutions.

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ENVIRONMENT

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## ABSTRAK

Dalam persekitaran pengeluaran, proses dianggap stabil apabila punca yang boleh diagihkan telah dihapuskan daripada proses dan justeru, parameter proses disimpulkan penting kepada output. Dengan bergantung terhadap carta kawalan untuk membuat kesimpulan bahawa parameter adalah penting semestinya tidak wajar juga tahap sumbangannya adalah samar-samar. Sementara itu, struktur kos dalam persekitaran pengeluaran adalah berdasarkan aktiviti yang digunakan. Walaupun struktur pengekosan adalah sesuai, ia tidak memberikan pandangan bersepadu tentang peluang keuntungan seluruh perusahaan dan tidak boleh dikemas kini dengan mudah untuk menampung keadaan yang berubah-ubah. Terdapat banyak rangka kerja yang berkaitan dengan penyepaduan sistem seperti pendekatan ramalan hayat berguna yang tinggal berdasarkan penilaian risiko dan pekali keadaan degradasi ke dalam jarak Mahalanobis, dan model kos untuk mengambil kira ketidakpastian dan kebolehubahan dalam pengiraan kos produk secara stokastik. Ini membuktikan daripada literatur bahawa kajian baharu diperlukan untuk membangunkan rangka kerja menyepadukan antarakualiti dan kos untuk pengekosan produk yang lebih baik. Tujuan utama kerja ini adalah untuk mengintegrasikan sistem Mahalanobis-Taguchi (MTS) dan pengekosan berasaskan aktiviti dipacu masa (TDABC) dalam persekitaran pengeluaran. Data diperolehi daripada sebuah syarikat yang terletak di Kuantan, Pahang. MTS menganalisis tahap sumbangan parameter sementara TDABC menganalisis penggunaan kapasiti di dalam persekitaran pengeluaran. Hasil daripada tahap sumbangan, kumpulan sihat dan tidak sihat telah diplotkan dalam rajah serakan untuk menunjukkan jarak komponen yang ditolak ke komponen yang diterima. Kedua-dua kumpulan tidak sama dan mempunyai korelasi positif. Untuk mendapatkan jarak Mahalanobis yang lebih rendah yang lebih dekat dengan kumpulan sihat, tahap sumbangan positif perlu dikurangkan manakala tahap sumbangan negatif perlu ditingkatkan. Hasil daripada penggunaan kapasiti, 3 kluster telah dikenalpasti seperti Jenis I iaitu stesen kerja terlalu menggunakan pembahagian yang disediakan, Jenis II iaitu stesen kerja menggunakan sebahagian kecil pembahagian yang disediakan dan Jenis III yang kebanyakannya stesen kerja menggunakan pembahagian yang disediakan. Jelas sekali, Jenis III paling menonjol kerana pihak pengurusan sentiasa merancang perbelanjaan untuk mencapai pengeluaran tahunan. Dengan mengetahui kapasiti masa dan kos yang tidak digunakan, pihak pengurusan juga boleh meramalkan sumber dan perbelanjaan mereka pada masa hadapan dengan lebih tepat. Hasil daripada rangka kerja penyepaduan sistem, 4 jenis penyepaduan dibincangkan seperti Integrasi A (konvensional-ABC), Integrasi B (konvensional-TDABC), Integrasi C (MTS-ABC) dan Integrasi D (MTS-TDABC). Hasil daripada pengesahan, Integrasi D adalah yang terbaik berbanding yang lain dalam persekitaran pengeluaran kerana MTS mempertimbangkan tahap sumbangan bagi setiap parameter yang mempengaruhi kenaikan atau penurunan kepada kos akhir dan TDABC membangunkan kadar kos kapasiti daripada kos yang dibekalkan dan persamaan masa dengan fleksibiliti tinggi untuk menyerap kerumitan produk. Oleh itu, penyepaduan antara MTS dan TDABC bermakna tahap sumbangan parameter yang berbeza akan mempengaruhi persamaan masa dan kadar kos kapasiti untuk menghasilkan kos produk yang lebih baik dalam persekitaran pengeluaran.

## ABSTRACT

In the production environment, the process is considered stable when the assignable causes have been eliminated from the process and then, the process parameters are concluded significant to the output. By solely depending on the control chart to conclude the significant parameter is not well justified yet the degree of contribution is vague. Meanwhile, the costing structure in the production environment is mainly based on the consumed activities. Although the costing structure is appropriate, it does not provide an integrated view of enterprise-wide profitability opportunities and could not be easily updated to accommodate changing circumstances. There are a lot of frameworks related to system integration such as an approach of remaining useful life prediction based on risk assessment and degradation state coefficient into the Mahalanobis distance, and a cost model to take into consideration uncertainty and variability in the computation of product cost stochastically. It proves from the literature that a new study is needed to develop a new framework to integrate between the quality and cost for better product costing in the production environment. The main objective of this work is to integrate the Mahalanobis-Taguchi system (MTS) and time-driven activity-based costing (TDABC) in the production environment. The collection data is obtained from a company located in Kuantan, Pahang. MTS analyses the degree of contribution of parameters while TDABC analyses the capacity utilization in production environment. As a result of degree of contribution, healthy and unhealthy groups have been plotted in the scatter diagram to indicate the distance of rejected components to the accepted components. Fortunately, both groups are not identical and have positive correlation. In order to obtain lower Mahalanobis distance which closer to healthy group, positive degree of contribution should be decreased while negative degree of contribution should be increased. As a result of capacity utilization, 3 clusters are found for capacity utilization such as Type I which is the workstation is over-utilized the provided apportionment, Type II which is the workstation utilized a small portion of provided apportionment and Type III which the workstation largely utilized the provided apportionment. Obviously, Type III is most prominent because the management always set the expenditure to achieve certain annual production. By knowing the unused capacity of time and cost, management also can forecast their resources and expenses in the future more accurately to reduce any wastes. As a result of frameworks of system integration, 4 types of integration are discussed such as Integration A (conventional-ABC), Integration B (conventional-TDABC), Integration C (MTS-ABC) and Integration D (MTS-TDABC). As a result of validation, Integration D is the best compared the others in the production environment because MTS considers degree of contribution for each parameter which influence to the increment or decrement to the final cost and the TDABC develops capacity cost rate from the related cost of capacity supplied and time equations with high flexibility to absorb the complexity of the product. Therefore, integration between MTS and TDABC means different degree of contributions of parameters will affect the time equations and capacity cost rate to produce better cost of product in production environment.

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