

**KAJIAN PRESTASI SYARIKAT
PERUSAHAAN KECIL DAN SEDERHANA DI
MALAYSIA BERDASARKAN PRINSIP SHEN**

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UNIVERSITI MALAYSIA TERENGGANU**

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Disember 2016

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ABSTRAK

Industri pembuatan Malaysia mengalami peralihan kepada sektor perindustrian berat sejak awal 1980-an yang mana revolusi dunia pembuatan telah membuka lembaran baharu dan menghasilkan pelbagai nama konsep dan prinsip pembuatan baharu seperti pengeluaran bertaraf dunia. Namun pengeluar di Malaysia agak ketinggalan dalam amalan pengeluaran terbaik dan tidak mengamalkan prinsip yang sesuai. Literatur lepas tidak membezakan fungsi syarikat MTO (*Make to Order*) dan MTS (*Make to Stock*). Kajian ini bertujuan mengkaji 12 Prinsip SHEN yang khusus untuk sektor PKS MTO bagi melihat kesannya terhadap prestasi syarikat. Sementara itu peranan kerajaan sebagai penyederhana terhadap hubungan 12 Prinsip SHEN dengan prestasi syarikat turut dikaji. Perbandingan demografi juga disediakan berdasarkan lokasi, jenis produk keluaran dan saiz syarikat.

Bagi menentukan hubungan ini, model hipotetikal disediakan dengan menjadikan 12 Prinsip SHEN sebagai pembolehubah bebas, peranan kerajaan sebagai pembolehubah penyederhana dan prestasi syarikat sebagai pembolehubah bersandar. Soal selidik diedarkan kepada responden dan 262 soal selidik yang boleh digunakan untuk analisa data. Data kuantitatif dianalisa menggunakan program SPSS versi 24.0. Statistik deskriptif digunakan untuk menghuraikan profil dan persepsi responden terhadap prinsip SHEN, peranan kerajaan manakalan statistik inferensi bagi analisa *Mann-Whitney U*, *Kruskal Wallis H*, korelasi, kolineariti ganda dan regrasi. Analisa menunjukkan persepsi negatif responden terhadap peranan kerajaan seperti bantuan kewangan, bantuan pemasaran dan pemahaman polisi. Hasil analisa regrasi pula mendapati tujuh (7) daripada 12 Prinsip memberi sumbangan kepada prestasi syarikat. Manakala peranan kerajaan tidak memberi sumbangan terhadap hubungan antara Prinsip SHEN dan prestasi syarikat. Kajian ini mencadangkan agar agensi kerajaan memandang berat terhadap masalah tahap penyampaian bantuan kepada PKS Malaysia. Bagi pengusaha PKS MTO di Malaysia pula sangat disarankan untuk mempelajari Prinsip SHEN kerana prinsip ini akan membantu meningkatkan prestasi, menjadi lebih kompetitif dan membawa syarikat ke tahap pengeluaran bertaraf dunia. Beberapa implikasi lain turut dinyatakan dalam kajian untuk rujukan akan datang.

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A STUDY ON PERFORMANCE OF SMALL AND MEDIUM INDUSTRIES IN MALAYSIA BASED ON SHEN PRINCIPLE

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ABTRACT

Malaysia's manufacturing industry has experienced transition to a heavy industrial sector since in the early 1980s, in which the revolution in manufacturing has opened a new chapter and created a variety of new names of manufacturing concepts and principles, such as world class manufacturing. However, manufacturers in Malaysia are bit behind in the best manufacturing practices and do not adopt the appropriate principles. Previous literatures also did not differentiate the functions of MTO (Make to Order) and MTS (Make to Stock) companies. This study focuses on 12 SHEN Principles that are specific for MTO SME sector to see the impact on the company's performance. Meanwhile, the role of the government as a moderator on the relationship of 12 SHEN Principles with the company's performance was also studied. Comparison on demographic analysis was made according to the location, product types and company size.

In determining this relationship, a hypothetical model was developed by making 12 SHEN as independent variables, the role of government as the moderator variable and the company's performance as a dependent variable. A set of questionnaire was distributed to respondents and 262 questionnaires could be used for data analysis. Quantitative data was analyzed using the SPSS version 24.0 program. Descriptive statistics were used to describe the profiles and respondents' perceptions towards the principle of SHEN, the role of statistical inference statistics for Mann-Whitney U analysis, Kruskal Wallis H, correlation, multicollinearity and regression. An analysis shows the negative perceptions of respondents on government roles such as financial assistance, marketing assistance and policies understanding. A result of regression analysis found that seven (7) out of 12 Principles were contributing to the company performance. Meanwhile, government's role does not contribute to the relationship between the SHEN Principle and performance of the company. This study suggests that government agencies are keen on the problem of delivery of aid to Malaysian SMEs. Malaysian MTO SME entrepreneurs are strongly recommended to learn the SHEN Principles as this principle will help in improving performance, becoming more competitive and bringing the company to the level of world class manufacturing. Some other implications are described in the study for future reference.