

**PENGARUH AMALAN LEAN, KOMITMEN  
ORGANISASI DAN SAIZ ORGANISASI  
TERHADAP PRESTASI PERNIAGAAN  
PERUSAHAAN KECIL DAN SEDERHANA DI  
MALAYSIA**

**WAN ASRI BIN WAN AB AZIZ**

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UNIVERSITI MALAYSIA TERENGGANU**

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**Tesis ini dikemukakan Sebagai Memenuhi Syarat Untuk Memperolehi  
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**DISEMBER 2013**

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Amalan *lean* biasanya mempunyai perkaitan positif dengan prestasi organisasi terutamanya yang berteraskan perniagaan dalam sektor pembuatan. Walaupun amalan *lean* secara umumnya merupakan strategi pengurusan yang berjaya bagi organisasi bersaiz besar namun peranannya dalam Perusahaan Kecil dan Sederhana (PKS) masih dianggap kontroversi. Didapati hanya terdapat sedikit kajian empirikal yang menyokong pelaksanaan amalan *lean* di dalam PKS. Kajian ini dijalankan bertujuan untuk mengkaji hubungan antara sepuluh dimensi amalan *lean* iaitu maklum balas pembekal, penghantaran JIT oleh pembekal, pembangunan pembekal, sistem Tarik, aliran kerja berterusan, pengurangan masa persediaan, Kawalan Proses Statistik (SPC), Penyelenggaraan Produktif Menyeluruh (TPM), penglibatan pekerja, penglibatan pelanggan dan prestasi perniagaan bagi Perusahaan Kecil dan Sederhana (PKS) di Malaysia. Kajian ini juga mengkaji pengaruh penyederhana iaitu komitmen organisasi dan saiz organisasi terhadap hubungan antara sepuluh amalan *lean* dan prestasi perniagaan PKS. Bagi menentukan hubungan ini, model hipotetikal

disediakan dengan menguji hubungan antara maklum balas pembekal, penghantaran JIT oleh pembekal, pembangunan pembekal, sistem Tarik, aliran kerja berterusan, pengurangan masa persediaan, Kawalan Proses Statistik (SPC), Penyelenggaraan Produktif Menyeluruh (TPM), penglibatan pekerja dan penglibatan pelanggan sebagai pemboleh ubah tidak bersandar atau bebas; komitmen organisasi dan saiz organisasi sebagai pemboleh ubah penyederhana dan prestasi perniagaan PKS sebagai pemboleh ubah bersandar. Soal selidik diedarkan kepada responden dan 362 soal selidik boleh digunakan untuk analisis data. Data kuantitatif diproses dengan menggunakan program SPSS versi 20.0. Statistik deskriptif digunakan untuk menghuraikan profil responden dan item-item pemboleh ubah. Statistik inferensi digunakan bagi analisis korelasi, linear, regresi berbilang dan regresi berhierarchy. Dapatan menunjukkan hubungan empirikal yang positif seperti dihipotesiskan antara maklum balas pembekal, penghantaran JIT oleh pembekal, pembangunan pembekal, sistem Tarik, aliran kerja berterusan, pengurangan masa persediaan, Kawalan Proses Statistik (SPC), Penyelenggaraan Produktif Menyeluruh (TPM), penglibatan pekerja dan penglibatan pelanggan yang disederhanakan oleh komitmen organisasi dan saiz organisasi bagi prestasi perniagaan PKS. Perkaitan positif antara kombinasi semua pemboleh ubah bebas terhadap pemboleh ubah bersandar juga di sokong. Dapatan juga mencadangkan bahawa komitmen organisasi dan saiz organisasi mempunyai pengaruh positif dan penyederhana di dalam model kajian.

Abstract of thesis presented to the Senate of Universiti Malaysia Terengganu  
in fulfilment of the requirement for the Degree of Doctor Philosophy

**THE INFLUENCE OF LEAN PRACTICES, ORGANIZATIONAL  
COMMITMENT AND ORGANIZATIONAL SIZE TOWARDS BUSINESS  
PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN MALAYSIA**

**By**

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**DECEMBER 2013**

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**School : Maritime Business And Management**

Lean practices have been positively associated with organizational performance particularly for business-oriented organization in the manufacturing. While lean practices a successful managerial strategy is generally accepted in big size organizations, its role in Small and Medium Enterprises (SMEs) is still controversial. Only a few empirical studies exist to support the implementation of lean practises in SMEs. The aims of this study are to examine the relationship between ten dimensions of lean practices such as supplier feedback, JIT delivery by supplier, supplier development, Pull system, continuous flow, set up time reduction, Statistical Process Control (SPC), Total Productive Maintenance (TPM), employee involvement and customer involvement, and business performance of Small-Medium Enterprises (SMEs) in Malaysia. This study also examined the moderating influence of organizational commitment and organizational size on the relationship between supplier feedback, JIT delivery by supplier, supplier development, Pull system, continuous flow, set up time reduction, Statistical Process Control (SPC), Total Productive Maintenance (TPM), employee

involvement, customer involvement and business performance of SMEs. In determining this relationship, a hypothetical model were developed testing the relationship between supplier feedback, JIT delivery by supplier, supplier development, Pull system, continuous flow, Set up time reduction, Statistical Process Control (SPC), Total Productive Maintenance (TPM), employee involvement and customer involvement as independent variables; and organizational commitment and organizational size as moderating variable; and the business performance of SMIs as dependent variable. The questionnaires were distributed and 362 questionnaires were usable for data analysis. The quantitative data were processed using a SPSS version 20.0 program. Descriptive statistics used to describe the respondents' profile and variable items. Correlation, linear, multiple and hierarchical regressions used for inferential statistics. The result on the empirical relationship between supplier development, Pull system, continuous flow, set up time reduction, Statistical Process Control (SPC), Total Productive Maintenance (TPM), employee involvement, customer involvement, and moderated by organizational commitment and organizational size were contributed positively to the business performance of SMIs as hypothesized. The positive association between the combinations among all independent variables to dependent variable was supported. The results also suggested that organizational commitment and organizational size had positive and significant moderating influence on the model.