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Conceptual Framework of Kaizen Practices on Organizational Performance

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Abstract

The purpose of this study is to examine the Kaizen practices has a significant influence on organizational performance. Researchers will use a quantitative approach by distributing questionnaires to obtain data from respondents. This paper is prepared by reviewing the relevant literature on the Kaizen practices. The conceptual framework developed in this study can be used as a guideline for implementing Kaizen practices and organizational performance. The researchers concluded that Kaizen practices is appropriate to be implemented in higher education institutions because it provides a great advantage to the performance of the organization. Therefore, higher education institutions need to implement Kaizen practices to create a culture of continuous improvement to improve the education system in the future.

Keywords: Kaizen Practices, Training and Awareness, Continuous Improvement, Quality Management, Organizational Performance

Introduction

Higher education institution comprises of universities or colleges that provide education course beyond the secondary level (Chinta et al., 2016; Sunder, 2016). Currently, higher education institutions are no exception in creating continuous quality improvement of the delivery processes to meet the needs and satisfaction of the whole society. Many countries continue to evaluate and create the best education systems for future planning as they acknowledge that the education sector is important to the country. In the current competitive market has encouraged higher education institutions on how to produce good workforce quality to meet environmental demand (Reddy & Karim, 2015). Strategic planning from the analysis of strengths, weaknesses, opportunities, and threats (SWOT) should be established by the top management of higher education institutions to form the desired goals. Based on the analysis, various development of actions should be carried out to improve the performance of the organization.

According to Macpherson et al (2018), Kaizen can be described as a 'continuous improvement' that requires involvement from the entire organizational workforce from the top management level to low-level management. Kaizen is one of the Japanese management

techniques to design positive changes over time in the organization by developing ideas but continuous improvements such as waste disposal.

Suarez-Barraza, Miguel-Dávila, and Morales-Contreras (2021) explains that Kaizen as one of the practices that focuses on continuous improvement in a short period of time. This Kaizen practice implements the lowest cost for problem solving and makes the decision to get an effective final result in the target work area (Franken et al., 2021). A team-based approach is crucial from all parties to ensure success can be achieved. Thus, empowerment to make decisions is given to the team to develop the best tools.

Asaad et al (2015) states that the success of an organization is measured based on the performance of both financial and non-financial aspects. Financial performance is more likely to be a reduction in costs and increased profits. Meanwhile, non-financial performance refers to the operational performance obtained by the organization such as customer satisfaction, product quality, and operational efficiency. In education institutions, Kaizen practices implementation in this sector aimed at achieving non-financial performance such as improving students' knowledge and skills and improving the teaching and learning system towards better conditions. Kaizen practices also promotes the nature of teamwork and spreads the organization's positive attitude towards a culture of change for continuous improvement. Thus, the objective of this study is:

- To examine the Kaizen practices has a significant influence on organizational performance.

This paper is organized as follows. The literature review is presented in Kaizen practices and organizational performance, while the proposed conceptual framework is described in the methodology. Finally, the conclusion is based on this study.

Literature Review

Kaizen Practices

Sapungan and Cuarteros (2018) claim that Kaizen in educational institutions can make an appropriate final decision about the future. The benefits of using Kaizen in schools have positively changed the ability and achievement among students and lecturers which can help them build self-esteem and quality training as well as the teaching style among educators has changed to a better environment. Throughout this platform, the Kaizen concept broadly leads the way to a step forward in work coaching, strategic work plans, increased productivity, and relationships among colleagues can be improved.

Practicing Kaizen in educational institutions can also encourage the elimination of waste. There are many aspects of waste elimination can be achieved through the implementation of Kaizen. Elimination of waste in terms of resources, time, and energy such as excessive files and paper consumption can be abolished to reduce costs (Chen, 2018; Omotayo et al., 2018; Berhe, 2022). This means that Kaizen practice prioritizes tasks that have an important impact and ends tasks that may not need to be done. Thus, an improvement in environmental well-being can be achieved. Not only that, it will lead towards a better culture for the satisfaction of colleagues in institutions.

In addition, Kaizen practices in the teaching and learning system can promote the development of creativity and increased motivation to lecturers and students in the classroom. New teaching strategies used by students will help students to gain interesting new knowledge and skills. Kaizen practices will usually keep pace with needs and satisfaction as well as current trends such as using the benefits of technology (Hasan, Mallik, & Tsou, 2021). Following students' preferences can help them increase their motivation to enjoy

teaching and learning sessions in the classroom. Therefore, it will facilitate the goal of the educator to achieve the performance of the organization.

Organizational Performance

Performance refers to the assessment towards the achievement of an organization's goals and it is one of the main objectives that is most targeted by an organization (Arsat & Fuzi, 2021). According to Doolen et al (2008), organizational performance refers to the actual results or results obtained from the expectations of specific goals of the organization. Thus, organizational performance reflects as an ability of organizations to successfully manage and implement strategies in their organization. The organization carries out a wide range of activities to ensure that targeted objectives are achieved (Fuzi et al., 2021). As stated by Kregel (2019), the implementation of the Kaizen practices in higher education institutions has a lot of positive effect on the performance of educational institutions. In previous studies, it was found that many universities have begun to develop Kaizen practices such as course assessment systems for students to provide feedback on the quality of teaching and skills of their educators as well as to provide suggestions for improvements from students' perception of the teaching system. The purpose of the implementation of this evaluation system is to create continuous improvement or adopt a culture for better change in higher education institutions. On the other hand, Kaizen practices will also revise the course details to be of higher quality, timely, and flexible.

Research Methodology

This research has used a quantitative research approach that aims to investigate the influence between independent variables (Kaizen practices) on dependent variables (organizational performance). Questionnaires are distributed to respondents through an online platform called Google Forms. The reason for using Google Form due to the obstacles to meeting face-to-face with respondents during the Movement Control Order (MCO) directed by the Malaysian government during Covid-19. Therefore, an online Google Form has been created for the respondent and the information received from the respondent will be kept private and confidential for the purpose of this study.

The researchers distributed questionnaires to accounting lecturers and students at the Azman Hashim International Business School who were able to provide collaborative answers to the questionnaire. Descriptive analysis refers to summarizing, describing, and characterizing samples (Coakes & Steed, 2003). Descriptive statistics include information about the sample mean, median and mode. Not only that, there are also variability measures such as range, variance, and standard deviation. In this research, to obtain the characteristics of all the data, the researchers used descriptive analysis such as mean, median, and standard deviation. Multiple regression analysis is used to study the relationship between Kaizen practices and organizational performance. According to Tonidandel and LeBreton (2011), regression analysis is a statistical method used to estimate the relationship between a dependent variable and one or an additional independent variable.

A Proposed Conceptual Framework

The proposed conceptual framework aims to examine to examine the Kaizen practices has a significant influence on organizational performance. Figure 1 represents the conceptual framework proposed by the researcher.

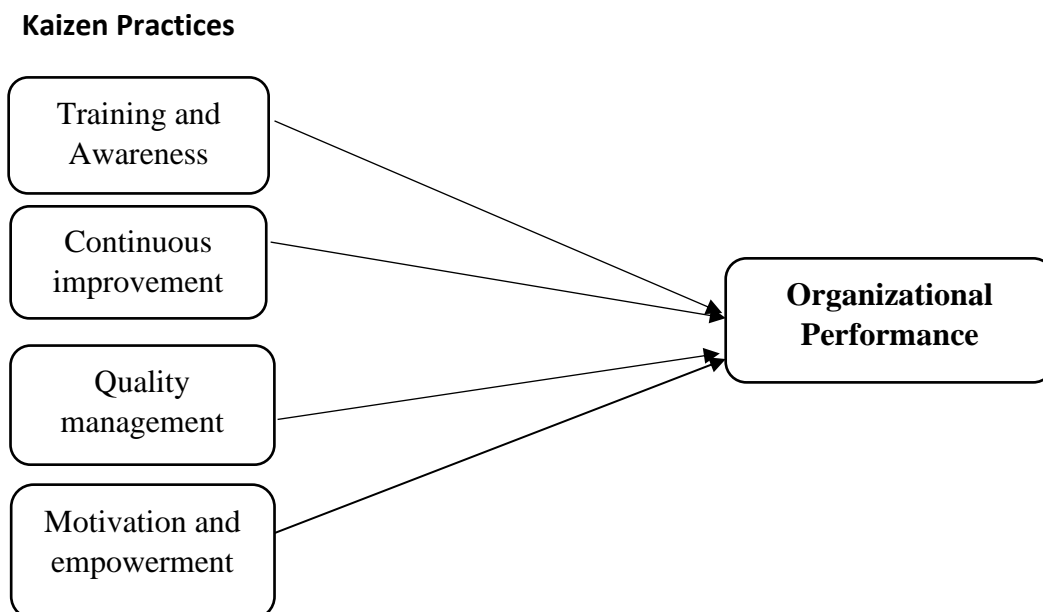


Figure 1. The Proposed Conceptual Framework

Research hypotheses of the study

H1 Training and awareness is significantly influence to organizational performance.

H2 Continuous improvement is significantly influence to organizational performance.

H3 Quality management is significantly influence to organizational performance.

H4 Motivation and empowerment is significantly influence to organizational performance.

Conclusion

The main purpose of the study was to examine the relationship between Kaizen practices and organizational performance at the Azman Hashim International Business School. This study has some limitations that need to be addressed in future research. First, the population and sample of survey respondents were only targeted at the Azman Hashim International Business School. Secondly, this research uses only survey techniques and is based on a quantitative approach. Therefore, it is hoped that the results of this study will provide valuable insights into the relationship between Kaizen practices and organizational performance at the Azman Hashim International Business School. Kaizen practices will provide good direction to management and assist to improve the organizational performance. However, the scope of this study is based on a small organizational sample and the data analysis is limited to the samples that have been selected.

Researchers recommend that the Kaizen practices should be practiced in depth in all higher education institutions as it brings many advantages to the entire organization. The management of an educational institution should equip and guide colleagues towards a culture of continuous quality improvement to improve the performance of the organization. In addition, Kaizen practices can satisfy the needs and satisfaction of each individual by considering ideas and suggestions from them to solve problems. Therefore, higher education institutions should grab the opportunity to build close relationships among colleagues in the organization to improve Kaizen practices and organizational performance.

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