

2nd Global Conference on Business and Social Science-2015, GCBSS-2015, 17-18 September 2015, Bali, Indonesia

Managing Change on Lean Implementation in Service Sector

Rabiha Asnan^{a*}, Norani Nordin^b, Siti Norezam Othman^c

^{a,b,c} *School of Technology Management and Logistics, Universiti Utara Malaysia 06010 UUM Sintok, Kedah, Malaysia*

Abstract

Government agencies adopt lean management to improve efficiencies and deliver quality services to their customers. However, many public service organizations were unable to fully implement and sustain lean. Resistance to change is one of the challenges during lean implementation in service. Thus, change management is needed by addressing the resistance, provide support, and develop the required knowledge to implement change. This paper reviews lean implementation in public service and the importance of change management in transition to lean. Hopefully, this study could provide a better understanding on lean service and guidance on applying the change management in lean transition.

© 2015 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of the Organizing Committee of the 2nd GCBSS-2015

Keywords: Change Management; Lean implementation; Public Service; Transition; Change Model

1. Introduction

Service sector including government agencies around the world adopt lean management which is mostly used in manufacturing companies in order to cope with the increasing pressure to improve efficiencies and deliver quality services to their customer. Karim and Arif-Uz-Zaman (2013) has proposed the meaning of lean as the activities performed to minimize waste and non-value aided operations while improving the value-added process. Many manufacturing companies adopt this concept because the benefits of implementing lean highly significant such as reducing lead time, less human effort, less process waste and maximizing productivity (Karim & Arif-Uz-Zaman, 2013). Besides, the implementations of lean in service have also gained many benefits. Radnor, Walley, Stephens, and

* Corresponding author. Tel.: +6-013-5298153.
E-mail address: rabihaasnan@gmail.com

Bucci (2006) have proven that implementation of lean in the service sector has improved the flow of process, reduced waste and added value for customers.

Lean thinking is about understanding the philosophy which is to continuously find ways to reduce waste by applying lean tools and technique for customer satisfaction (Radnor & Osborne, 2013; Schiele & McCue, 2011). The lean philosophy should be embedded in manager's and employee's minds so that the improvement can be done continuously (Hamid, 2011; Puvanasvaran, 2011). The implementation of lean manufacturing concept in service gain many benefits if it is successfully transferred according to the condition and nature of service environment especially the public service which has its own seated culture. The focus should be given on the change process so that everyone can accept the change into lean and will continuously improve in their daily works.

2. Lean in service context

Around 1990s, as lean manufacturing become more popular, efforts had been made to expose examples of lean method used in service and the term 'lean service' started to be used in literature (Suárez-Barraza, Smith, & Dahlgaard-Park, 2012). Qu, Ma and Zhang (2011) define lean service as the application of lean thinking in the service industry. The process that is not producing a change in physical properties and shape of materials is considered as a service process (Wei, 2009). Lean service is required to eliminate the service process waste so that the cost can be reduced, and better services can be provided as required by the customers (Qu et al., 2011).

2.1 Lean concept and principles in services

The principles of lean which has been discussed by Womack and Jones (1996) can be applied not only in manufacturing but also be used in service context. The 5 principles are (Abdi, Shavarini, Hoseini, & Mohammad, 2006; Carlborg, Kindström, & Kowalkowski, 2013; Damrath, 2012):

- Value - specifying and identifying the value to be delivered to the customers according to what they actually want.
- Value Stream - defining and optimizing value chain by identifying all activities that add value and activities that add no value but can be avoided and cannot be avoided.
- Flow - making the flow is not really apparent in the service process because the services are unable to be seen as a physical product but the principle of flow can be used in terms of produce a flow of the service process by minimizing stoppage and delay.
- Pull - responding and providing service based on customer's demand. Most of the services cannot be provided before the customer request.
- Perfection - striving and pursuing for perfection to obtain service excellence by continuously improve and fulfilling customer's need.

Waste removal is one of the important aspects in lean philosophy in which should also be focused in service. Seven types of waste in service context are (Damrath, 2012):

- Overproduction - outputs of service produced exceed current need
- Waiting - delay on completing service output
- Motion - unnecessary movement of people in service areas with a poor layout

Download English Version:

<https://daneshyari.com/en/article/1108187>

Download Persian Version:

<https://daneshyari.com/article/1108187>

[Daneshyari.com](https://daneshyari.com)