

IMPLEMENTATION OF SIX SIGMA IN SERVICE INDUSTRY (Pelaksanaan Enam Sigma dalam Industri Perkhidmatan)

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ABSTRACT

As providing high quality services becomes the major focus in many service organisations, a better understanding of the unique characteristics of services offered will be of advantage. This in turn will help assist in identification of areas to improve by implementation of quality program initiatives such as Six Sigma in such organisation. Many service processes are not visible, intangible, and even immeasurable. As such, they are not amendable to improvement using a Six Sigma approach. This thinking has turned out to be rather presumptuous at least for the health care, banking, and call centre services which have successfully implemented Six Sigma in their daily operations. Other services such as education and hospitality are also beginning to apply Six Sigma quality initiatives. This paper provides summary of limitations and suggestions for implementation of Six Sigma in the service industries

Keywords: Six Sigma; service industry; quality

ABSTRAK

Memandangkan kualiti perkhidmatan yang baik telah menjadi fokus utama organisasi yang menawarkan perkhidmatan, maka pemahaman mendalam terhadap ciri-ciri perkhidmatan yang ditawarkan itu amatlah membantu. Ini secara tidak langsung akan membantu mengembangkan inisiatif kualiti perkhidmatan seperti amalan Enam Sigma dalam industri perkhidmatan. Kebanyakan proses perkhidmatan lazimnya tidak dapat dizahirkan, tersirat, malah tidak dapat diukur. Oleh yang demikian, proses perkhidmatan diandaikan tidak boleh ditingkatkan menggunakan pendekatan Enam Sigma. Pemikiran ini sebenarnya hanyalah satu andaian memandangkan beberapa perkhidmatan seperti penjagaan kesihatan, perbankan dan pusat panggilan telah berjaya menggunakan Enam Sigma. Antara perkhidmatan lain yang mula mengamalkan Enam Sigma adalah sektor pendidikan dan hospitaliti. Makalah ini menyajikan rumusan kekangan serta cadangan pelaksanaan Enam Sigma di industri perkhidmatan.

Kata kunci: Enam Sigma; industri perkhidmatan; kualiti

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