

**MALAYSIAN ORGANISATIONAL EFFICIENCY –  
IMPLEMENTATION OF SIX SIGMA METHODOLOGY**  
(Kecekapan Organisasi di Malaysia – Pelaksanaan Tatakaedah Enam Sigma)

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*ABSTRACT*

The implementation of productivity tools in multinational companies is usually well documented. Two of the fundamental productivity methods used are waste elimination and variation reduction. The objective of this research is to identify the Critical Success Factors (CSFs) of six sigma methodology implementation in Malaysian Multinational Corporations (MNCs). This research used the method of exploratory survey conducted via online questionnaire. The survey was conducted among 22 MNCs in Malaysia which used six sigma methodology in their organisations. The list of 22 companies was retrieved from Internet search. Of the 22 companies surveyed, 20 returned their completed responses. The study concluded that Project/Process Assessment and Training/Awareness are the most significant factors in the successful implementation of six sigma. The results support the Null Hypothesis ( $H_0$ ) that the success of six sigma implementation in Malaysia is directly impacted on by the identified CSFs. This research finding provides the necessary foundation for local companies to adopt and to ensure the correct approach is used in implementing six sigma in their organisations.

*Keywords:* Multinational corporations (MNCs); six sigma; six sigma plus; critical success factors (CSFs); total quality management (TQM)

*ABSTRAK*

Pelaksanaan peralatan produktiviti di syarikat-syarikat multinasional biasanya didokumentasi dengan baik. Dua kaedah produktiviti asas yang digunakan ialah penghapusan pembaziran dan pengurangan variasi. Objektif penyelidikan ini adalah untuk mengenal pasti Faktor Kritikal Kejayaan (CSFs) dalam pelaksanaan tatakaedah Enam Sigma di Perbadanan Multinasional (MNCs), Malaysia. Kaedah tinjauan explorasi dengan soal selidik dalam talian telah digunakan. Tinjauan dijalankan di antara 22 MNCs di Malaysia yang menggunakan tatakaedah Enam Sigma di organisasi mereka. Senarai 22 syarikat ini dipetik daripada carian di Internet. Daripada senarai 22 syarikat yang ditinjau, 20 telah mengembalikan respon penuhnya. Kajian ini menyimpulkan bahawa Penilaian Projek/Proses dan Latihan/Kesedaran adalah faktor-faktor yang kritikal dalam menentukan kejayaan pelaksanaan Enam Sigma. Keputusan ini menyokong Hipotesis Nol ( $H_0$ ) yang merumuskan bahawa kejayaan pelaksanaan Enam Sigma di Malaysia dipengaruhi secara langsung oleh CSFs yang dikenal pasti. Keputusan ini menyediakan asas yang perlu bagi syarikat-syarikat tempatan untuk menerima pakai dan memastikan pendekatan yang betul digunakan dalam pelaksanaan Enam Sigma di organisasi mereka.

*Kata kunci:* Perbadanan multinasional (MNCs); enam sigma; enam sigma tambahan; faktor kejayaan kritikal (CSFs); pengurusan kualiti menyeluruh (TQM)

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