

**Title:** Lean Adoption for Enhancing Organizational Performance of the Financial Services in  
Thailand

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**Year of accomplishment:** 2017

**Number of pages:** 80

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#### **Abstract\***

Considering the highly competitive situation of financial institutions, Lean concept becomes of particular interest in enhancing the superlative service and organizational performance. The adoption of Lean in services, however, still appears to be at an early stage compared to manufacturing sector, There is limited empirical research investigated the outcomes and success of Lean adoption towards organizational performance, Most of researches conducted mainly focused on exploring how financial institution adopted lean concept. This research therefore aimed primarily at investigating the relationships among lean enablers, lean practices and organizational performance, This research was carried out in three leading Thai financial institutions that experienced adopting lean concept for enhancing their organizational performance.

In order to achieve the objectives specified, the research model was conceptualized considering the extant literature of lean from both manufacturing and service sectors. It seems lack of empirical research to explore different aspect of lean implementation for enhancing the organizational performance in services, particularly in the financial institutions. To attain research objectives, the questionnaire survey was developed and employed as the primary data collection method. In total, 400 questionnaire were distributed to three leading financial institutions adopted the Lean concept for enhancing organizational performance, As a result, 185 completed questionnaire survey were received, considering as 46.25 percentage response rate, Confirmatory factor analysis (CFA) was conducted to ensure the reliability and validity of the

measurement model. The structural equation modelling (SEM) was employed for investigating relationships and testing the hypotheses proposed concerning the research conceptual model.

The results provided substantial evidence that financial institutions required to implement both lean enablers and lean practices in order to achieve the better organizational Performance resulted from lean implementation, The findings also supported the socio technical system theory that organizations planned to adopt management approach should consider implementing both supportive and technical practices for attaining better results.

\*The research was financially supported by University of the Thai Chamber of Commerce