



Research Article

Driving Innovation: The Impact of Innovation Orientation on Performance through Lean Management in a Manufacturing Company in Batangas

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ABSTRACT

The goal of this study is to determine how lean management influences innovation performance by acting as a mediator between innovation orientation and performance. The primary subject of the study was at a Manufacturing company in Batangas. Work redundancy, wasting time on non-value-added tasks, and subpar staff performance are the outcomes of improper lean management. Many employees in the firm are burned out because of being allocated numerous jobs, even if they are unaware that these are low-value tasks and that the employees' responsibilities should be rearranged more effectively. This study was concentrated on figuring out how employees' innovation performance is affected by their innovation orientation and if the relationship between innovation performance and innovation orientation is mediated by both hard and soft lean management. The research design for the study was causal and descriptive, with quantitative methodology focused within leaders as respondents such as Senior Supervisors to Sr. Managers. This study resulted in a significant relationship between Innovation Orientation to Innovation Performance wherein there is partial mediating role of both soft and hard lean management of Innovation Orientation on Innovation Performance. The researcher recommends performing empowerment and involvement of employees for continuous improvement of the organization. Encourage employees to be part of innovative actions within their processes and services allowing them to be involved on innovative projects.

INTRODUCTION

A. Background of the Study

Lean Management optimized processes by minimizing time spent on non-value-added tasks like unnecessary operations, repeated tasks, overproduction, etc., causing poor quality, and complexities. In the article of Mclaughlin (2023) this strategy was supported by a crucial management element that ensures employees have the best possible working environment. The goal of lean was to change an organization's culture to one that prioritizes long-term, continuous development. Employees can become self-sufficient specialists in solving even the most difficult problems

within a Lean framework. Lean management improved efficiency by aiming to boost production and by reducing waste and optimizing operations. It also reduced costs through process of simplification and waste elimination, lean management can save expenses, boost profitability, and boost competitiveness.

Lack of proper lean management results in work redundancy, time spent on non-value-added tasks, and poor-quality performance of an employee. The locale of this study was a Manufacturing Company in Batangas and based on the interview done by the researcher in the locale, many employees intend to be





burned out due to multiple tasks assigned to them not knowing that these tasks are non-value-added tasks and a better setting up of responsibilities of the employees needs to be re-evaluated. This job re-evaluation helped the organization, and its employees lessen the work stress, mental burn out, and spending over time to complete daily tasks. Additionally, in the study of Mclaughlin (2023), repetitive tasks result in several negative impacts on the employees such as disengagement, creativity suppression, burnout, human error, missed learning opportunities, and health impacts. Employees intend to be disengaged to their performance due to same task done repeatedly that may result in a negative effect on their motivation and overall job satisfaction. It was also discussed in the study of Soderlund (2017) that it is improbable that workers experiencing extreme burnout could provide a satisfying experience for the customers they serve. According to certain research in this literature, this is the case that indicates that staff burnout has consequences for both human relations and strategies that prioritize client reactions.

Meanwhile, according to the International Journal of Innovative Research & Development, redundancy is a difficult event for members of the corporate world. If poorly managed, it may result in greater losses for the organizations than gains as it may lower employee morale and raise workplace stress levels (Pius et al., 2020). While redundancies in an organizational environment have been the topic of studies, many holes still need to be filled. The impact of employee redundancy on perceived job security among outsourced employees was evaluated by Anduuru (2020). The study found that job security perception is impacted

by employee redundancy. Employee engagement, voluntary layoffs, and employee commitment following downsizing were the main topics of Bergström and Arman's (2017) research. According to the study, how a redundancy process is handled affects how well an employee works. Redundancy on the performance has an impact on the employees. According to Mapiira Nyasha (2016), a survey of 3,000 employees was conducted by the Chartered Institute of Personnel and Development and they found out that 7 in 10 employees or 70% of the employees reported that redundancy created damaged on their morale, while 22% of the employees are unhappy that they intend to look for other jobs as the labor market proves. These results reflected that the organization is likely to have high labor turnover due to repetitiveness and might affect the performance of the organization. Redundancy is being adopted by firms across the globe with the reason of cost cutting and enhancement of organizational performance.

In study of Abdallah and Dahiyat (2018), manufacturing industries are required to improve and sustain competitiveness. Lean Management and Innovation are two of such strategies. Innovation enables us to respond on changes in demand, competition, and technological capabilities. Lean Management on the other hand is the key element in industrial success. Negative views came out regarding the relationship between these two strategies, the first argument is that rather than opposing innovation culture, lean culture fosters it. While innovation performance reflects an organization's capacity to generate novel ideas effectively, innovation orientation pertains to an organizational culture that is receptive to new concepts.



Statement of the Problem

The purpose of this study is to identify the effects of innovation orientation on innovation performance with the role of lean management. This study aimed to improve the organization's work culture focusing on the employee's performance and employee's orientation.

Review of Related Literature

This section includes the ideas, methodologies, generalization, and conclusion of previous studies. It is included in this section information that is relevant and similar to the present study.

Lean Management

According to study of Abdallah, Alkhaldi, and Aljuaid (2021), in the current business environment, manufacturing companies are forced to have effectively harness their resources that enhances their operational performance, it improves and sustain their competitiveness. In this, lean management and innovation are seen as two strategic options that can enhance an organizations' performance.

Lean Management Practice helps enterprises to be efficient and sustainability oriented. Although earlier investigation investigates the impact of Lean Management Practice on economic performance, less is known around the impact of Lean Management Practice on maintainability such in financial, natural, and social - execution thinks about on impact of sustainability-oriented in maintainability and economic per-

formance are moreover scant (Abdelaziz, 2020).

It is also discussed according to the study of Mensah and Owusu (2020), in order to increase profitability, businesses are implementing quality and environmental sustainability policies. Their study investigates the relationship between environmental activities and Lean Management, both directly and indirectly. Their study's conclusions show that environmental and Lean Management practices both boost business and environmental performance and provide a competitive quality edge.

Moreover, according to study of Fuentes and Diaz (2020), practical implications to achieve good operational performance derived from Lean Management, managers should pay attention to transfer of knowledge, competencies, and cultural change linked to internal Lean Management.

In their work "Lean 4.0 - A conceptual conjunction of Lean Management and Industry 4.0," Andreas Mayr and colleagues (2018) stated that this study examines the connection between Lean Management and Industry 4.0, particularly how Industry 4.0 can assist lean methodologies. There isn't a thorough examination of this conjunction in the body of current literature. The purpose of the article is to ascertain whether Industry 4.0 and Lean Management can work in tandem. This relationship is illustrated using the production of electric drives as a use case. By focusing on value-adding activities, applying lean and Industry 4.0 together can greatly improve a firm's performance. This article intends to explore the possible complementarity between Industry 4.0 and Lean



Management, as well as how Industry 4.0 can assist certain lean methodologies.

Lean manufacturing has produced some of the most well-liked and useful techniques and resources for pursuing operational excellence during the past 30 years. Fundamentally, lean manufacturing seeks to eradicate all non-value-adding processes by means of ongoing, small-step advancements. (Moldner, Reyes, Kumar, 2020). In their theory, more flexible work schedules and vibrant creative spaces seem to be the antithesis of standardized lean workplaces. Likewise, the requirement for flexibility to develop appears to be at odds with the organized and efficient workflows connected to lean manufacturing.

Soft Lean Management

Based on the article of Bortolotti, Boscari, and Danese (2017), the goal of lean management is to improve processes through a complex system of interconnected socio-technical activities. Debate lately has focused on organizational culture's function in learning management. To further this discussion, this research investigated if plants that successfully apply Lean Management have a certain Organizational Culture profile and widely use soft lean management approaches.

Furthermore, the findings showed in Bortolotti et., al. (2017) that successful lean plants have a distinct Organizational Culture profile; specifically, they exhibit lower levels of assertiveness, a stronger institutional collectivism, a future orientation, and a compassionate orientation in comparison to failure lean plants.

Soft Lean Management practices are practices that concerned people and relations, such as small group problem solving, employee training to perform multiple tasks, supplier partnerships, customer involvement, and continuous improvement. According to the findings, managers must embrace soft techniques and foster the creation of a suitable Organizational Culture profile to successfully apply lean management.

Hard Lean Management

It was discussed in the study of Oon Fok-Yew, (2018) that although Lean manufacturing may be considered outdated by some industries, the adoption of Lean practices and their hard factor is still important. In an increasingly competitive global marketplace, firms might not have an option but to adopt the Lean methodology claimed that ignorance was the reason behind the failure of so many Lean deployments. Rather than concentrating on a few select Lean tools, consider Lean concepts and the required organizational changes. Additionally, some earlier research shows that many of the companies that adopted lean production have had only patchy success in reaching improved organizational outcomes, like heightened competitiveness.

Innovation Performance

Innovation is critical for organizational success in a competitive business environment, especially enabling institutions to build a competitive advantage over competitors. In this study of Mumbaz et.al., (2020), most of service institutions influence employee-customer collaborations to create innovation and



rely on motivated employees who are active in planning and executing innovation programs. Given its critical role in giving firms a persistent competitive advantage, innovation performance (IP) thus emerges as a core component of employee performance. This is because organizations that lose their competitive edge are those whose employees only follow orders. Therefore, it is crucial for institutions to comprehend the various aspects that affect employees' intellectual property to foster creativity.

Meanwhile, in the study of Martin Cepel (2021), maintaining modern companies' competitiveness and success requires innovation. For most businesses, attracting and keeping the best personnel and inspiring them to create breakthroughs and new ideas is essential to their success as an organization. This is a basic difficulty. Ironically, organizations that are seen as innovative tend to attract more employees overall as well as individuals with a particular innovative attitude. The ability of businesses to project an innovative image and, consequently, cultivate and disseminate the brand of an inventive employer, seems to be just as significant as playing an innovative role. Because of this, businesses are also using their websites and job postings to spread the word about their global talent management initiatives.

According to the study entitled "Impact of social and technical Lean Management on operational performance in manufacturing SMEs: the roles of process and management innovations" Abdallah, et. al., (2021) perfection is the aim of Lean Manufacturing, and it is achieved by decreasing inventories and defects, increasing productivity, and improving product

variety. Innovation is a strategic enabler that helps businesses take advantage of new opportunities and offer distinctive goods and services by producing value that goes beyond what was previously understood. It adapts to shifting consumer demands, advancements in technology, and market competition.

Innovation Orientation

Sustainable Oriented Innovation may be started by means of an organization, procedure, or product. With the study of Dey et. al., (2019) a better degree of sustainability performance through innovation, system development, organizational change, new market prospects, and operational optimization changes in society resulted in SOI. Using the notion of the product life cycle, SOI could be accomplished by employing eco-design to build sustainable products, design with sustainability and the environment in mind, cutting and removing dangerous materials, cutting waste, and enhancing resource conservation and efficiency, boosting resource recovery by recycling, creating products that can be repurposed and remanufactured, and raising the elements of ecological.

It was discussed in the study of Samuel Ayinadis, (2023), recent research on innovation has yielded several studies that have generally found a favorable correlation between innovation and various company performance metrics. Furthermore, This study took into consideration the elements related to innovation orientation that impact the performance of manufacturing organizations.



B. Research Framework

Conceptual Framework

In this study, the researcher adapted the framework of Abdallah et al., (2018) the model depicts the impact of Innovation Orientation on soft and hard Lean Management, as well as innovation performance. It is proposed that the relationship between technological and social Lean Management and OP would be mediated by developments in process and management. Regarding the advantages of social and technological learning for both types of innovation and OP, there are alternative theories. Activities related to Innovation Orientation are meant to promote acquiring and integrating knowledge, looking for fresh concepts, and never stop learning. Meanwhile, Innovation Orientation promotes taking calculated risks and raises the likelihood of releasing entirely unique items. The findings showed that businesses that prioritize innovation frequently use elements of both hard and soft Lean Management. The outcomes, however, showed that both soft and hard Lean Management did not have much impact on the performance of innovation. The study also demonstrated that an Innovation Orientation has a beneficial impact on innovation performance. These findings suggest that an Innovation Orientation is essential for improving Lean Management and innovation performance. Furthermore, it is clear from their suggestions that Lean Management has less bearing on firms looking to enhance their performance in terms of innovation and is more closely associated with incremental innovation or continuous improvement than with radical innovation.

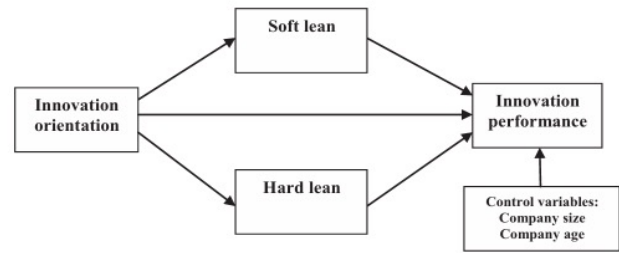


Figure 1. Conceptual Framework

Abdallah, A. B., Dahiyat S., & Matsui Y. (2018). Lean management and innovation performance. Evidence from international manufacturing companies. www.emeraldinsight.com/2040-8269.htm

Operational Framework

In this research, the adapted framework was modified focusing the study within one Manufacturing company. The impact of both hard and soft Lean Management on the performance of innovation is shown below with the Employee’s Innovation Orientation as independent variable, Employee’s Innovation Performance as dependent variable and Lean Management as the mediating variable. It was modified from the previous study eliminating the control variables such as company size and company age as the locale of this study was focused on one company.

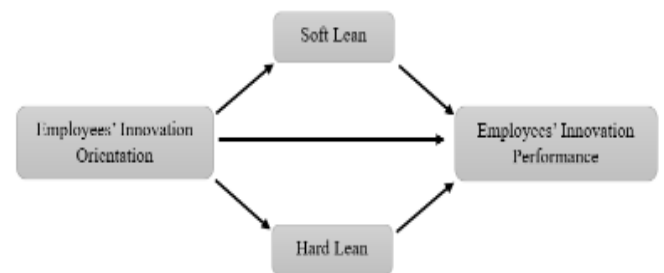


Figure 2. Operational Framework

Significance of the Study

This study helps the management to strategically adapt Lean Management to improve the company’s performance, quality control, reduce waste and decrease costs for employees overtime due to repetitive



tasks. In terms of employees' view this helps the employees of the company to improve their performance and productivity by adapting lean management and avoid employee's burnout and idle.

C. Objectives of the Study

The main objective of this study is to identify the mediating role of lean management in the innovation orientation and innovation performance in a Manufacturing Company.

1. To determine the effect of Innovation Orientation to Innovation Performance.
2. To determine if soft and hard lean management mediates the effect of Innovation Orientation to Innovation Performance.

D. Hypotheses

Aligned with the research objectives and the operational framework, the following are this study's hypotheses:

- Ho1: Innovation Orientation does not significantly affect innovation performance.
- Ho2: Soft Lean Management does not significantly mediate the relationship between Innovation Orientation and Innovation Performance.
- HO3: Hard Lean Management does not significantly mediate the relationship between Innovation Orientation and Innovation Performance.

MATERIALS AND METHODS

A. Research Design

This study is designed as descriptive and causal research with purpose of qualitative research design that gathers quantifiable data to statistically analyze the population sample. Moreover, the researcher aimed to evaluate the cause-and-effect relationship between innovation orientation and innovation performance with mediating the role of lean management.

B. Locale of the Study

The researcher conducted the survey within the Manufacturing Company in Batangas. This was selected for the purpose of improving the lean management of the organization that concerns the employee's performance and orientation.

C. Respondents of the Study

The respondents to the study were the employees of the Manufacturing Company in Batangas. The survey questions were distributed to the employees of the said company within Sr. Supervisor to Sr. Manager level. This research study, the researcher obtained legal approval from the manufacturing company's legal team by requesting approval for the survey questionnaire and supplying an informed consent form. As authorized, the researcher has the right permission to give the survey to the said employees, this guarantees the privacy of the data being gathered, and makes sure that the data is used just for research.



D. Sampling Design

The researcher used purposive sampling in choosing respondents belonging to the Sr. Supervisor to Sr. Manager level in the Manufacturing Company in Batangas. All data gathered was used to identify how each variable affects the innovation performance and innovation orientation of the employees with the mediating role of Lean Management. Using G-power analysis the effect size is 0.15 and power of 0.95 with the total sample size is 89. This purposive sampling method was used to identify the respondents and get information on the factors affecting the employee’s innovative performance and orientation mediating the role of Lean Management.

E. Research Tools and Instruments

The respondents utilized the questionnaire that was adapted from the study of Abdallah et. al., (2018) entitled “Lean management and innovation performance. Evidence from international manufacturing companies.” and Mumtaz, S. and Parahoo, S.K. (2020) entitled “Promoting employee innovation performance Examining the role of self-efficacy and growth need strength”. The researcher modified the tool and focused on 4 categories with 35-item questions designed to measure employee’s perception on each of the variables.

The research tool as adapted by Abdallah et. al., (2018) with a 5-point Likert scale used to collect data from respondents, with 5 indicating strong agreement and 1 indicating strong disagreement. Employees were asked to rate their innovation performance

in comparison to their innovation orientation using a five-point Likert scale, with 5 indicating superior performance and 1 indicating terrible performance.

A pilot testing of 30 respondents was conducted and Cronbach’s Alpha was used to determine its reliability and internal consistency of the categories measuring each variable. As shown in the table below, the reliability analysis was measured through obtaining a proportion of a scale. The findings shown indicated that the 0.888-0.988 value was met by the variables while the overall reliability was 0.949 which was evidence that the questionnaire was reliable.

Table 1. Reliability Analysis

Variables	Cronbach's Alpha Value	Remarks
Soft Lean Management	0.888	Reliable
Hard Lean Management	0.94	Reliable
Innovation Orientation	0.988	Reliable
Innovation Performance	0.979	Reliable
Overall Reliability	0.949	Reliable

F. Data Analysis and Interpretation

Mean and standard deviation was used to describe the employee’s innovation orientation and innovation performance along with the soft and hard Lean Management of the company. Furthermore, simple linear was used to determine if an employee’s innovation orientation has a significant effect on employee’s innovation performance. To determine the null hypothesis of this study, if the p-value is measured as <0.05, there is significant effect while if the p-value is >0.05, the statistical result has no significant effect. Also, mediation analysis is used to determine the indirect effect of the innovation performance and innovation orientation by mediating the role of lean management.



Table 2. Verbal Interpretation of Variables

Range	Verbal Interpretation			
	Soft Lean Management	Hard Lean Management	Innovation Performance	Innovation Orientation
1.00-1.49	Not Practiced	Not Practiced	Very Low	Very Poor
1.50-2.49	Rarely Practiced	Rarely Practiced	Low	Poor
2.50-3.49	Sometimes Practiced	Sometimes Practiced	Moderate	Acceptable
3.50-4.49	Often Practiced	Often Practiced	High	Good
4.50-5.00	Always Practiced	Always Practiced	Very High	Excellent

G. Ethical Considerations

In this research study, the researcher acquired legal approval from the legal team of the Manufacturing company providing the informed consent form and seeking approval on the actual survey questionnaire. As approved, the researcher had the proper approval to distribute the survey to the employees and indicated the guaranteed confidentiality of the information that was collected, and that this information is strictly for research purposes only.

RESULTS AND DISCUSSION

This section presents the study’s findings, which are arranged into subsections based on the goals of the objectives and its hypothesis. All statistical results are included in these sections.

A. Descriptive Statistics

Table 3 presents the measurement variables’ composite means and the indication of data being spread out from the mean. It is shown in the results that respondents have a distinguished agreement in all variables. Soft lean management has a result of M= 4.06, S.D.= 0.86 while hard lean management has a result of M= 3.88, S.D.= 0.85 which both indicates that soft and hard lean management are often practiced in the

company. This also implies that under soft lean management practice such as top management leadership, training of employees for them to be multifunctional and problem solving within teams are often practiced and observed in the company. Moreover, it was also implying that under hard lean management practices, such as equipment layout, process control, time reduction and preventive maintenance are often practiced and observed in the company.

Meanwhile, Innovation Performance has a result of M=4.06, S.D.=0.92 with high performance while Innovation Orientation, M= 3.92, S.D.= 0.96 with a result of good orientation.

Table 3. Descriptive Statistics

Variables	Mean	SD	Result
Soft Lean Management	4.06	0.862	Often Practiced
Hard Lean Management	3.88	0.858	Often Practiced
Innovation Orientation	3.92	0.963	Good Orientation
Innovation Performance	4.06	0.928	High Performance

B. Regression Matrix

Table 4 results suggested that there is a strong and significant relationship between innovation orientation and innovation performance. This means that organizations that are more innovation-oriented are likely to have better innovation performance outcomes. The R-squared value of 0.681 shows that 68.1% of the variation in innovation performance can be explained by the innovation orientation variable. This means that innovation orientation has a strong relationship with innovation performance. The p-value of < .001 indicates that the relationship between innovation orientation and innovation performance is





statistically significant. This means that it is unlikely to be due to chance. The estimate for the innovation orientation variable is 0.795, which suggests that for every one-unit increase in innovation orientation, there is an average increase of 0.795 units in innovation performance. These results were consistent with the findings of Tong & Rahman (2022) wherein it was indicated that high-tech SMEs' innovation performance is positively impacted by both innovation orientation and strategic flexibility, with capacity tenderness having a larger effect.

Table 4. The effect of Innovation Orientation on Innovation Performance

Predictor	Estimate	p	Stand. Estimate	Interpretation
Innovation Orientation	0.795	< .001	0.825	Significant

Dependent Variable: Innovation Performance

C. Mediation Tests

Table 5 shows that mediating effect of Soft Lean Management between Innovation Orientation and Innovation performance. Model 1 shows that Innovation Orientation significantly affect Innovation Performance (0.825, $p < .001$). In model 2, Innovation Orientation maintain its significant effect on Innovation Performance (0.370, $p < .001$) while soft lean management significantly affect innovation performance (0.619, $p < .001$); hence, indicating partial mediation. Soft lean management concerned people and relations, such as small group problem solving, employee training to perform multiple tasks, supplier partnerships, customer involvement, and continuous improvement. The result was consistent in the study of Sakher A.I. AL-Bazaiah (2023) that this study provided empirical confirmation of the impact of soft lean techniques on an organization's ability to innovate through absorp-

tive capacity. It has been established that absorptive capacity mediates the relationship between soft lean methods and green innovation.

Table 5. Soft Lean Management Mediation Effect of Innovation Orientation to Innovation Performance

MODEL 1 Results				Interpretation
Predictor	Estimate	p	Stand. Estimate	
Innovation Orientation	0.795	< .001	0.825	Significant
MODEL 2 (Mediation Results)				Interpretation
Predictor	Estimate	p	Stand. Estimate	
Innovation Orientation	0.3568	< .001	0.37	Significant
Soft Lean Management	0.6665	< .001	0.619	Significant

Dependent Variable: Innovation Performance

Table 6 shows that mediating effect of Hard Lean Management between Innovation Orientation and Innovation performance. Model 1 shows that Innovation Orientation significantly affect Innovation Performance (0.825, $p < .001$). In model 2, Innovation Orientation maintain its significant effect on Innovation Performance (0.263, $p < .001$) while hard lean management significantly affect Innovation performance (0.690, $p < .001$); hence, indicating partial mediation. Hard lean techniques provide operational processes stability and foster a culture that is centered on finding ways to boost productivity and quality. This result is consistent with the study of Larteb, et. al., (2015) that the hard practices focus more on the methodological and technological aspects of Lean Management and include cellular manufacturing, continuous flow, kanban, smaller lot sizes, short changeover times, and preventative maintenance. While principles, managerial ideas, people, and relationships are all considered soft practices, improved production processes are considered hard practices.





Table 6. Hard Lean Management Mediation Effect of Innovation Orientation to Innovation Performance

MODEL 1 Results				
Predictor	Estimate	p	Stand. Estimate	Interpretation
Innovation Orientation	0.795	<.001	0.825	Significant
MODEL 2 (Mediation Results)				
Predictor	Estimate	p	Stand. Estimate	Interpretation
Innovation Orientation	0.254	<.001	0.263	Significant
Hard Lean Management	0.746	<.001	0.69	Significant

Dependent Variable: Innovation Performance

CONCLUSION AND RECOMMENDATIONS

Conclusion

The findings revealed that Innovation Orientation does not significantly affect innovation performance; hence the study failed to reject Ho1. Moreover, under its mediating role, soft lean management such as top management leadership, training employees, multi-functional employees, and problem solving, significantly mediate the relationship between Innovation Orientation and Innovation Performance; hence the study rejects Ho2. In parallel, hard lean management such as equipment layout, process control, time reduction, and preventive maintenance significantly mediate the relationship between Innovation Orientation and Innovation Performance; hence the study rejects Ho3. These results indicate the vital role of lean management in the relationship between Innovation Orientation and Innovation Performance.

Recommendations

While the outcome of the study shown that lean management partially mediated its role on Innovation Orientation and Innovation Performance, researcher's recommendation is to improve company's lean management and enhance it using innovation orientation

and innovation performance. According to the article of Brosnan (2024), since the 1990s, lean management has had a significant influence on large businesses, and in the current economic climate, it remains a source of business productivity, efficiency, and adaptability. The primary goal of the Lean Management business strategy is to maximize customer value. It is a collection of guidelines, procedures, and equipment designed to maximize effectiveness, reduce waste, and guarantee high-quality output through the integration of automation, intelligent technology, and human intelligence. The researcher recommends to the Human Resource Department to invest on employees' training and development with the use of organizations' workday system wherein all training and learnings are accessible for them. The researcher also recommends to the Operations Department to improve the current use of lean tools such as value stream mapping for better efficient operation and improved decision making, and bottleneck analysis for optimization of product allocations with effective continuous improvement by applying innovation performance on strategies and processes. They may improve lean tools such as 5s, Just-in-time (JIT), and error proofing effectively by applying innovation orientation on products and services. This lean tool will benefit on increase in productivity, waste reduction, and improve on product quality by identifying errors and non-conforming parts before product even produced, in this way we reduce product cost. Moreover, innovation orientation can be improved as a long-term success which depends less on inventions and more on a firm-wide innovation strategy that generates skills that spawn ideas. Furthermore, it is recommended to encourage employees to be part of innovative actions within their processes and services,





allowing them to be involved on innovative projects. Apply employees' creative ideas to improve products, services and procedures that enhance the importance, functionality and performance of the products and services of the organization.

Table 6. CAPSTONE Action Plan

Conceptualizing Innovation Orientation with Application of Lean Management					
Title of the Project	As output of this study, the lean methodology for continuous improvement will rely on the opinions of the customers and employees to spur innovation and deliver recurring advantages.				
Project Description	To promote lean management using lean tools To provide importance of process improvement to reduce the work redundancy of the employees using innovation orientation. To conduct job re-evaluation to remove non-value-added task of the employees and the process using innovation performance.				
Goals and Objectives	Unit/Institution Responsible for the project: Manufacturing Company in Batangas		Stakeholders: Project Manager Quality Team Production Department People Leaders		
Time Frame: 4-6 months					
Project Team	CORE Team				
ACTION PLAN					
Activities	In Charge	Timeline	Resources	Potential Risk	Communication Plan
<i>What will be done?</i>	<i>Who will do it?</i>	<i>By when (Month/Year)</i>	<i>Resources Available</i>	<i>What individuals or organizations might resist?</i>	<i>Who is involved?</i>
Application of lean tools	Project Manager	July 2024	Standard Work Instruction	No potential risk	CORE Teams
Cost Control through value stream mapping	Project Manager	July 2024	Standard Work Instruction	No potential risk	CORE Teams
Improve employee and customer satisfaction through continuous improvement	Project Manager	May 2024	Standard Work Instruction and Customer Contract	No potential risk	HR, Customer Service, and CORE Teams

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