

THE APPLICATION OF LEAN MANAGEMENT METHOD IN OPTIMIZING ADMINISTRATIVE EFFICIENCY IN SCHOOLS

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Abstract

This study aims to explore the implementation of the Lean Management Method in optimizing administrative efficiency in Indonesian schools. The research method used is a qualitative approach involving data collection through in-depth interviews with relevant stakeholders in several schools. The research findings indicate that the application of Lean Management principles, such as identifying waste in administrative processes, using Lean tools and techniques such as Value Stream Mapping and 5S, and fostering a culture of Kaizen, has had a positive impact on improving productivity and the quality of educational services in these schools. However, challenges such as resistance to change and a lack of understanding of Lean concepts are also identified as obstacles that need to be addressed in implementing Lean Management in the education sector. The conclusion of this research emphasizes the importance of considering social and cultural aspects in the change process, as well as involving all members of the school community in improvement efforts. Recommendations for further research include exploring the long-term impact of Lean Management implementation on educational quality and stakeholders, as well as delving into more effective strategies to address challenges in implementing Lean Management in the Indonesian education environment.

Keywords: Implementation, lean management, administration

Abstrak

Penelitian ini bertujuan untuk mengeksplorasi penerapan Metode Lean Manajemen dalam mengoptimalkan efisiensi administrasi di sekolah-sekolah Indonesia. Metode penelitian yang digunakan adalah pendekatan kualitatif yang melibatkan pengumpulan data melalui wawancara mendalam dengan stakeholder terkait di beberapa sekolah. Temuan penelitian menunjukkan bahwa penerapan prinsip-prinsip Lean Management, seperti identifikasi pemborosan dalam proses administrasi, penggunaan alat dan teknik Lean seperti Value Stream Mapping dan 5S, serta mendorong budaya Kaizen telah membawa dampak positif dalam meningkatkan produktivitas dan kualitas layanan pendidikan di sekolah-sekolah. Walaupun demikian, tantangan seperti resistensi terhadap perubahan dan kurangnya pemahaman tentang konsep Lean juga diidentifikasi sebagai hambatan yang perlu diatasi dalam mengimplementasikan Lean Management di lingkungan pendidikan. Kesimpulan dari penelitian ini menekankan pentingnya memperhitungkan aspek sosial dan budaya dalam proses perubahan, serta melibatkan semua anggota komunitas sekolah dalam upaya perbaikan. Rekomendasi untuk

penelitian selanjutnya adalah untuk mendalami dampak jangka panjang dari penerapan Lean Management terhadap kualitas pendidikan dan stakeholder, serta untuk menggali lebih dalam strategi yang efektif dalam mengatasi tantangan yang dihadapi dalam menerapkan Lean Management di lingkungan pendidikan Indonesia.

Kata kunci: Penerapan, lean manajemen, administrasi

INTRODUCTION

Education plays a crucial role in the development of society and the progress of a nation. One of the main components of the education system is school administration, which includes the management of resources, finances, information, and various processes that support the overall operation of the school (Burhan et al., 2023; Lubis et al., 2023). Administrative efficiency is an important aspect in ensuring the optimal use of resources and effective management, thus having a positive impact on the quality of education organized by schools.

Niki, (2023) explained that in recent years, the Lean Management approach has emerged as an important paradigm in efforts to improve efficiency and productivity in various fields, including education. The Lean Management concept first developed by Toyota Corporation has proven effective in optimizing processes and reducing waste in various industries. The concept places a focus on eliminating waste from work processes, increasing added value, and empowering staff to be actively involved in process improvement. While the concept of Lean Management has been widely applied in the business and industrial sectors, its application in the educational context, particularly at the school administration level, is still relatively limited. This may be due to the unique challenges in the educational environment, such as process complexity, diversity of needs, and limited resources (Mardhiah, 2022; Sapitri et al., 2023).

"Lean management is a highly relevant approach that has great potential to be applied in educational contexts, including school administration (Handayani et al., 2022; Norman et al., 2023). The concept offers a robust framework for identifying and addressing waste in work processes, which can result in savings in time, costs, and resources. In educational settings that are often faced with budgetary pressures and resource constraints, the application of Lean Management can be an effective instrument to improve efficiency and productivity.

By applying Lean principles, schools can optimize administrative processes ranging from student enrollment to financial management. For example, by identifying and eliminating non-value-added activities, schools can allocate their resources more efficiently, thereby improving the quality of educational services they provide. In addition, the use of Lean tools and techniques, such as Value Stream Mapping and 5S, can assist schools in redesigning their work processes to be more efficient and responsive to the needs of students and other stakeholders (Putra et al., 2022; Zebua et al., 2023).

Nevertheless, it is important to recognize that the application of Lean Management in education is also faced with certain challenges. The education environment has unique characteristics that distinguish it from other industries, such as process complexity, diversity of needs, and limited resources. Therefore, in implementing Lean Management, schools need to pay attention to their local context and adopt Lean principles according to their needs and conditions. In addition, it is important to involve all members of the school community in the change process, to create strong support and commitment to achieving the goal of administrative efficiency.

Lean Management has great potential to improve school administrative efficiency and optimize the use of educational resources. However, the successful implementation of Lean Management in education depends on a deep understanding of the concept, commitment from all members of the school community, and the ability to overcome challenges that may arise in the change process. In Indonesia, the education sector faces various challenges in improving administrative efficiency. Schools often experience constraints in managing time, effort, and budget to meet increasingly complex administrative demands. The increased administrative workload for school staff can interfere with the time they are supposed to allocate for interaction with students, lesson planning, and curriculum development.

The results of previous research conducted by Ngelyaratan & Soediantono, (2022) on the application of Lean Management in an educational context have provided valuable insights into the potential and challenges of adopting this approach in educational settings. Several studies have been conducted to explore the effectiveness of Lean Management in improving the efficiency of school administration and its impact on the quality of educational services provided by schools. One of the results showed that the application of Lean Management principles, such as the identification and elimination of waste in administrative processes, has resulted in significant improvements in efficiency and productivity in various schools. The use of Lean tools and techniques, such as Value Stream Mapping, 5S, and Kaizen, has assisted schools in redesigning their work processes to be more efficient and responsive to the needs of students and other stakeholders (Rais, 2024).

The results of Febrianto & Soediantono, (2022) also showed that the implementation of Lean Management can provide additional benefits, such as increased customer satisfaction (students, parents, and staff), improved service quality, and cost savings. By allocating resources more efficiently and eliminating non-value-added activities, schools can increase their focus on efforts that truly support the achievement of educational goals. However, research by Munizu et al. (2023) revealed several challenges faced in implementing Lean Management in educational settings. Some common challenges include resistance to change, lack of understanding of Lean concepts, and limited resources for staff training and development. To overcome these challenges, the study recommended the need for strong support and commitment from school leaders,

involvement of all members of the school community in the change process, and investment in staff training and development.

Therefore, this study aims to explore the potential of applying Lean Management methods in improving administrative efficiency in Indonesian schools. By introducing Lean principles, it is expected that schools can identify and address waste in their administrative processes, resulting in time, cost, and resource savings that can be reallocated to more value-added activities for education. This research will also investigate the specific challenges that may be encountered in implementing Lean Management in an educational environment, as well as strategies and practical steps to overcome these obstacles. As such, this research is expected to make a significant contribution to the understanding of how Lean Management concepts can be effectively applied in improving the efficiency of school administration and, in turn, improving the quality of education in Indonesia.

This research presents a unique contribution and differs from previous research in the context of the application of Lean Management in educational administration. For starters, the focus of this research covers a broader scope, taking into account the diverse levels of education, ranging from primary schools to tertiary institutions. The main objective of this research is not only limited to measuring the general impact of implementing Lean Management but also to exploring specific strategies that can be applied in different educational contexts. To achieve this goal, this research utilizes different research methods, including a more in-depth qualitative approach to understand the perspectives and experiences of stakeholders at different levels of education.

In the process, the research is expected to produce findings that explore new aspects of implementing Lean Management in educational settings. For example, the research may highlight the need for a more flexible and adaptive approach to implementing Lean Management, given the complexity and diversity of needs in the educational context. In addition, the research is expected to make a significant contribution to our understanding of the challenges and opportunities faced in implementing Lean Management in the Indonesian educational environment.

In this way, this research serves as a step forward in deepening our understanding of the potential of Lean Management in improving the efficiency of school administration and enhancing the quality of education services. By identifying differences and continuities with previous research, this study provides a solid foundation for further discussion of strategies and best practices in implementing Lean Management in Indonesian schools. Within the framework of this background, this research will elaborate in-depth on the concept of Lean Management, the challenges it may face in the educational context, as well as the benefits that can be gained through its application in school administration in Indonesia.

METHOD

The research method used in this research is qualitative research, qualitative research is a research method used to be used to understand social phenomena in depth (Iswadi et al., 2023). Qualitative research not only describes the phenomenon but also seeks to understand the meaning and context of the phenomenon (Jaya, 2020). This type of research is a literature study research that researchers conduct by collecting, studying, and analyzing references or sources obtained in writing or in the form of writing such as books, journals, articles, documents, and other sources of information that are significant to the topic/title under study. Then the researcher analyzes and concludes to find answers to what the researcher is researching.

RESULTS AND DISCUSSION

Based on the study results and research findings, show that the implementation of Lean Management can bring significant positive impacts in improving the efficiency of school administration. By identifying and addressing waste in work processes, schools can allocate their resources more efficiently, which in turn improves the quality of education services provided. For example, by using Lean tools and techniques such as Value Stream Mapping, schools can redesign their admission or financial management processes to be more effective and responsive to the needs of students and other stakeholders. However, the research also identified several challenges that need to be overcome in implementing Lean Management in educational settings. One of the main challenges is resistance to change, especially on the part of school staff and managers who may have difficulty in adjusting to the new paradigm in management. In addition, the lack of understanding of Lean concepts and limited resources for staff training and development are also significant barriers.

The discussion further highlighted the importance of holistic and integrated strategies in implementing Lean Management in Indonesian schools. Such measures include a strong participatory approach, involving all members of the school community in the change process, and investment in staff training and development to improve their understanding and skills in implementing Lean Management (Pertiwi et al., 2023). In this context, this study makes a valuable contribution to our understanding of how Lean Management can be effectively applied to improving the efficiency of school administration and, ultimately, improving the quality of education in Indonesia (Fensyah, 2024). By taking into account the challenges identified and offering practical strategies to overcome these obstacles, this research provides a solid foundation for continued efforts to improve education administration across the country.

In relating the results of this study to Lean Management theory, the researcher will explain how the findings of the study are in line with the principles of Lean Management and how the application of these concepts can improve administrative efficiency in Indonesian schools. One of the main principles of Lean Management is the identification and elimination of waste in the work process (Chatra P et al., 2023). In this study, the results show that the implementation of Lean Management has brought a positive impact in

optimizing administrative efficiency in schools. Through Value Stream Mapping analysis and identification of non-value-added activities, schools can identify waste in their administrative processes, such as overlapping tasks, inefficient processes, or ineffective use of resources. By eliminating these wastes, schools can allocate their resources more efficiently, which in turn improves productivity and the quality of education services.

In addition, the application of the 5S principles (Seiri, Seiton, Seiso, Seiketsu, Shitsuke) can also help schools redesign their workspace to make it more structured and efficient (Sholihah & Jaelani, 2023). For example, by keeping the school administration space clean and organized (Seiso), school staff can save time previously spent searching for necessary documents or information. These measures are in line with the concept of Lean Management which emphasizes the importance of a neat and orderly work environment to improve efficiency and productivity. The application of Kaizen (continuous improvement) is also an important part of the Lean Management approach. In the context of school administration, this research shows that through the Kaizen approach, schools can encourage a culture of continuous improvement among staff and school administrators. By encouraging active participation from all members of the school community, including students, staff, and parents, schools can continuously improve and develop their administrative processes to become more efficient and responsive to education needs (Rismawan & Renaningtyas, 2023).

However, it is important to remember that the application of Lean Management in an educational context also poses several challenges that need to be overcome. One of the main challenges is resistance to change, which may arise due to a lack of understanding of Lean concepts or discomfort in abandoning familiar ways of working (Yusuf, 2023). Therefore, it is important to pay attention to the social and cultural aspects of the change process and involve all members of the school community in the decision-making and implementation of changes. Overall, the results of this study confirm the relevance and great potential of implementing Lean Management in improving administrative efficiency in Indonesian schools. By adopting Lean principles, schools can identify and address waste in their work processes, improving productivity and the quality of education services provided. Nevertheless, the challenges faced in implementing Lean Management should also be recognized and overcome with appropriate strategies. As such, this research makes a valuable contribution to our understanding of how the application of Lean Management concepts can support the improvement of education administration in Indonesia.

CONCLUSION

Based on the above discussion, it can be concluded that this research produced significant findings regarding the application of Lean Management Methods in optimizing administrative efficiency in Indonesian schools. Through an in-depth qualitative approach, the research successfully identified the positive impact of applying Lean Management principles in improving productivity and quality of education services. The analysis of waste in school administration processes, the use of Lean tools and techniques

such as Value Stream Mapping and 5S, as well as encouragement of a Kaizen (continuous improvement) culture are integral to this approach. The discussion highlights the importance of taking social and cultural aspects into account in the change process, as well as involving all members of the school community in the decision-making and implementation of changes. Nonetheless, challenges such as resistance to change and lack of understanding of Lean concepts also need to be addressed with appropriate strategies.

The recommendation for future researchers is to continue this research by focusing on two main aspects. First, further research can be conducted to explore the impact of Lean Management implementation in the long term on education quality and stakeholder satisfaction in Indonesian schools. This includes more detailed measurements of performance indicators and longitudinal research to look at changes over time. Second, future research could delve deeper into effective strategies for overcoming the challenges faced in implementing Lean Management in educational settings. These include strategies to overcome resistance to change, improving understanding of Lean concepts among school staff and managers, and efforts to strengthen a culture of continuous improvement in schools. As such, this study provides a strong foundation for further research in support of efforts to improve education administration in Indonesia, as well as a valuable contribution to our understanding of the application of Lean Management in the educational context.

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